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ONTARIO GOVERNMENT BUSINESS PLANS 2001 - 2002

JUNE 2001

Ontario

Ontario Government Business Plans 2001-2002

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Message from the Minister

Management Board of Cabinet

Hon. David H. Tsubouchi

For six consecutive years, the Ontario government has been faithfully reporting to the taxpayers of this province on its achievements and commitments.

The 2001-2002 business plans clearly outline how we plan to continue to be responsible with your, the taxpayer's, money and to operate in a businesslike and accountable way.

This year, business plans highlight the accomplishments of 24 ministries. Some of these ministries have been newly created to better serve the public. Others have been streamlined to give taxpayers the best value for their money. And all continue to measure their performance with the common goal of making the Ontario government the best-run public service organization in the world.

Business plans also reflect our commitment to an agenda of growth, accountability and fiscal responsibility. As we continue to create jobs and economic growth, cut needless regulation and become more efficient, we continue to invest more in services that people have told us are important to them – health, education, children's welfare, transportation and justice.

Our goal is to make government better for the people of Ontario and thereby help to make Ontario the best place to live, work and raise a family in the 21st century.

The Honourable David H. Tsubouchi
Chair, Management Board of Cabinet

MINISTRY OF AGRICULTURE, FOOD AND RURAL AFFAIRS

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Brian Coburn

Ontario's agri-food industry and rural communities represent the very best this great province has to offer. Resilient, innovative, pragmatic…these are qualities that have allowed rural Ontario to meet adversity and move forward over the past year. They have also helped provide a significant contribution of more than $25 billion to the provincial economy and a quality of life that's priceless. The Ontario government and the Ministry of Agriculture, Food and Rural Affairs continue to be right here to provide first-rate advice and assistance where it's needed, when it's needed.

Budget announcements will fuel the economy and jobs in rural Ontario with substantial tax cuts on personal and corporate income as well as capital tax relief for thousands of small to medium businesses, including farm operations. Just as these measures will generate prosperity over the long term, so too will our efforts to create a made-in-Ontario safety net package. We all know that, while ad hoc assistance like the one-time, $90-million payment to grain and oilseed producers was very timely and much-needed, there has to be a better, more reliable method of addressing the significant financial challenges farmers face. With our partners in the agri-food industry, we're determined to find that method and put it into action. We must do this to improve our agricultural competitiveness in the global marketplace.

The ministry is also committed to ensuring the benefits of economic growth are shared across rural and small town Ontario. We're working closely with other ministries, rural businesses and municipal leaders on three main areas: encouraging job growth, reversing the "youth drain" affecting some smaller towns and investing in rural infrastructure.

Through ongoing improvement in research, technology transfer and inspection, we will assure the public and markets of safe, high-quality food products. By focusing on helping where we're needed, the ministry will continue to do its part to build a brighter future throughout our agri-food industry and rural Ontario.

The Honourable Brian Coburn
Minister of Agriculture, Food and Rural Affairs

Ministry Vision

The vision of the Ontario Ministry of Agriculture, Food and Rural Affairs is: Ontario – an innovative world leader in responsible, sustainable and environmentally sound agriculture, food and rural development.

Ministry strategies to fulfil this vision are to:

- promote competitiveness within the agricultural and food sectors of the provincial economy;
- foster responsible rural growth, and encourage self-reliance;
- improve service delivery and create a positive environment for e-business growth;
- work together with partners, clients and other levels of government to level the playing field for agricultural and rural communities;
- increase efficiency.

The ministry will build upon its strong reputation for high quality client service.

Core Businesses

Agriculture and Rural Economic Development/Research and Technology Transfer

Investment in research and technology transfer is essential to encouraging growth and finding new opportunities in the agri-food sector and in the economy of rural Ontario. The ministry's partnership with the University of Guelph ensures that research efforts are co-ordinated and focused. Regional research needs are addressed through the university's three college campuses and many research facilities. High-quality diagnostic support is provided to the government and industry through laboratory services.

Ministry specialists put together information and training resources for clients from wherever new research and technologies are developed to ensure that the industry stays up to date with the latest advances.

This strong role in research and technology transfer is especially important with the emergence of life sciences, which focus on the development of new and alternative products and services from renewable biological materials. Life sciences hold great potential for business expansion and job creation in rural areas; and for safeguarding food quality and the environment.

The $90-million Healthy Futures for Ontario Agriculture program focuses on enhancing the safety and quality of Ontario food products, capitalizing on marketing and export opportunities, improving rural water quality and making efficient use of water resources.

Ministry staff work with key businesses, organizations, other ministries and other levels of government to identify and reduce obstacles to investment, as well as attract new enterprises to rural Ontario.

The ministry works with SuperBuild and several other ministries to deliver the $600 million Ontario Small Town and Rural Development (OSTAR) initiative to improve infrastructure and economic development in rural communities.

Core Businesses (cont'd)

The Rural Youth Job Strategy invests with private sector partners in projects that encourage job creation for rural young people and economic growth in rural Ontario. The ministry delivers the Rural Summer Jobs Service in collaboration with the Ministry of Training, Colleges and Universities. The program is targeted at the agri-food and rural sector, and helps rural youth gain valuable work experience close to home.

Ministry staff work with rural communities to foster economic development by: helping them develop strategies and action plans to address local issues; co-operating with other ministries and municipalities to attract and retain business; assisting volunteer organizations; providing drainage grants to build, improve and maintain municipal drains; and supporting agriculture and rural associations in delivering much-needed local services.

Investment and Market Development

The ministry supports Ontario's goals of economic growth and job creation through an aggressive investment retention and attraction program. The ministry provides the food industry and international investors with efficient, single-window access to government services and information on the province's infrastructure, capital access, research and development, training and general business climate.

Market development activities are designed to boost Ontario's competitive advantage in domestic and export markets.

The Foodland Ontario consumer program, delivered in partnership with Ontario farmers, food distributors and retailers, encourages shoppers to buy fresh Ontario fruits and vegetables. Export market development staff work with new and established exporters to increase sales of Ontario agri-food products in foreign markets including the United States, Asia, Europe and Latin America. These activities are consistent with and complement those of the Ministry of Economic Development and Trade.

The Ontario Farm Products Marketing Commission works to promote economic growth in the regulated sectors of Ontario's agri-food industry.

Risk Management

The ministry helps manage risk in two distinct areas. In agricultural production, the ministry and the federal government offer voluntary, cost-shared financial risk management programs to farmers.

In food production, the ministry, along with food manufacturers, is responsible for the safety of food under provincial inspection programs.

The Crown agency AGRICORP delivers cost-shared safety net programs on behalf of the two levels of government to help farmers better manage financial risk brought on by severe weather conditions, the policies and programs of other countries, and abnormal fluctuations in international commodity markets. The new Ontario Farm Income Disaster Program and the Canadian Farm Income Program complement existing national safety net programs by providing a trade neutral initiative that addresses very dramatic reductions in farm income.

With effective risk management programs in place, farmers can invest in and operate their businesses with greater confidence and on a more equal footing with their counterparts in other provinces.

Annual Report on Key Achievements for 2000 - 2001

Ontario once again led all other provinces in Canadian agri-food exports in 2000 by shipping almost $6.8 billion in products. This is a three per cent, or $200 million increase over 1999 despite a worldwide economic slowdown. The Ontario industry is on its way to reaching its 2005 target of 25 per cent of Canada's exports or one per cent of world trade. In 2000, Ontario accounted for $770 million, or about 41 per cent of the national total of new investment in the food and beverage sector.

In 2000, Ontario led the country in agricultural production, with total farm cash receipts of $7.58 billion, or just over 23 per cent of the Canadian total. Ontario also accounted for about 26 per cent of the national total for agricultural investment in 2000.

Meeting Needs, Managing Risks

When Ontario producers needed financial help, the ministry responded quickly with the Ontario Whole Farm Relief Program (OWFRP) in December of 1998. As of March 31, 2001, more than $200 million had been paid to more than 11,000 farmers whose incomes were drastically reduced due to plunging commodity prices and extremely adverse weather.

On March 28, 2001, the Premier and Minister Coburn announced a one-time, $90 million grain stabilization payment to cash-strapped grain and oilseed producers in time for spring planting. The payment ensures Ontario farmers will receive their fair share of the $500 million in additional federal assistance.

Along with the Ministries of Health and Long-Term Care and Natural Resources, the ministry is working to strengthen and consolidate the province's seven existing food safety acts. Information that the ministry gathered from 105 representatives of the industry and research communities, federal food safety agencies, consumer organizations and the health profession will be used to help enhance the current food safety system.

Key Achievements for 2000-2001 (cont'd)

Ministry staff have contributed to developing national food safety codes in the dairy, horticulture and meat and poultry sectors. Planned new regulations will better protect consumers, provide greater consistency in rules and increase market access for small processors.

Inspection services were improved in 2000, including:
- food safety audits conducted on all of the 220 provincially-inspected abattoirs in Ontario. Plants that needed corrective action plans developed and implemented them.
- a new, comprehensive, computer-based system for inspectors and other staff that means faster, better decision-making.
- comprehensive microbiological baseline studies conducted in the pork and beef sectors. Information will be used to set performance standards.

Investigation and enforcement activities were improved through a new partnership with the Ministry of Natural Resources. More than 100 charges and 25 convictions were secured in 2000-2001. From 1996 to March, 2000, the ministry secured 17 convictions for illegal meat trade.

The ministry participated in simulations of a nuclear incident and a foreign animal disease outbreak to test its emergency preparedness.

Strengthening Rural Ontario

Since 1996, the province has invested more than $90 million in the rural economy through economic development projects. This has translated into more than $300 million in new private and public investments in rural Ontario. More than 20,000 new jobs and opportunities have been created outside cities and urban centres.

The ministry administers the government's Ontario Small Town and Rural Development (OSTAR) Infrastructure initiative. In spring, 2001, a total of $3-million was approved for more than 175 municipalities to help cover the costs of engineering studies required under the Drinking Water Protection Regulation. Applications for capital assistance under the program are being reviewed.

Key Achievements for 2000-2001 (cont'd)

The $90-million Healthy Futures for Ontario Agriculture (HFOA) program has so far committed more than $20.1 million in 48 projects that are enhancing the safety and quality of the province's food products; capitalizing on marketing and export opportunities; improving rural water quality; and making efficient use of water supplies. The HFOA program has led to a $118 million investment by the public and private sectors.

The $35-million Rural Youth Job Strategy has so far committed $30 million to 75 projects that are creating more than 7,500 jobs or work experiences. More than 5,000 rural students annually receive transportation assistance to reach co-operative work placements. The public and private sectors have invested more than $63 million over the past three years in addressing barriers to employment faced by young people living in rural Ontario.

In 2000, the ministry's Rural Summer Jobs Service program created 4,300 jobs for students at more than 500 farm, food processing and rural employers in rural Ontario. Under the Community Access Program (CAP), the ministry and Industry Canada have enabled about 320 rural communities to create public Internet access centres. A total of $14.7 million has been invested in rural communities in southern Ontario under this program.

Strengthening Ontario Agriculture

As promised in the 2000 Ontario Budget, the retail sales tax rebate on farm building materials was converted to a point-of-sale exemption on October 1, 2000. This change has increased efficiency in the process for farmers and retailers. From its inception until the conversion, the program provided more than $32 million in retail sales tax relief for farmers, representing a more than $408 millon investment in new farm construction and rural economies.

Under the enhanced partnership with the University of Guelph, the ministry provided $50.5 million to the university to deliver research, education and laboratory programs. In research, approximately $30 million supported 347 projects and attracted $52 million in outside funding. In the laboratory program, $9 million was used to meet the analytical needs of the ministry and the province's agri-food industry. A total of $11 million went into the education of 347 diploma and veterinary students who quickly found work after graduating.

Key Achievements for 2000-2001 (cont'd)

Transferring the latest technology to clients continued to be a high priority for the ministry:

- The ministry and the Ontario Soil and Crop Association have strengthened ties at the regional level to ensure that high-quality information and advice on innovative production techniques are shared with the farm community.
- Co-operative efforts by the ministry, the dairy industry and farm equipment manufacturers meant that more than 18,000 farmers visiting Canada's Outdoor Farm Show saw a demonstration of robotic milk technology.
- The ministry provided funding and technical advisory assistance for developing on-farm Hazard Analysis and Critical Control Point (HACCP) processes. The HACCP approach improves production practices and technologies to reduce or eliminate food hazards.

Expanding Markets, Encouraging Investment

The ministry's investment attraction strategies are supporting economic growth and job creation in Ontario. Investment services were provided to more than 100 clients who invested approximately $200 million in Ontario's food and beverage sector.

The ministry worked with the soybean sector to establish Soyfoods Canada, an association whose mandate is to promote and encourage development of the soy-based food sector.

Export development staff were successful in attracting more than 30 key U.S. retailers and brokers to a mission/seminar at which more than 100 Ontario companies presented their products, resulting in several million dollars in exports. A series of successful missions involving the Asia/Pacific, Europe and Latin America were hosted by the ministry.

Export advisors and international service advisors remained key links to increasing Ontario exports. Sales included a $3 million contract for private-label bottled water with a southwest U.S. customer; and a contract of $1 million annually for Ontario frozen baked goods to the U.S.

Key Achievements for 2000-2001 (cont'd)

Domestic marketing staff continued the successful Foodland Ontario television and radio advertising campaign introduced in 1999. An independent study found more than 80 per cent consumer recall of the Foodland Ontario symbol, which they associate with fresh Ontario fruits and vegetables.

Improving Customer Service and Accountability

Success in today's fast-paced society depends on the extent to which farmers, rural families and rural businesses have access to the information they need, when they need it. Ministry clients have several choices to obtain leading edge production and farm management information.

- The Agricultural Information Contact Centre provides one-stop, toll-free telephone access for farm, agri-business and rural business inquiries. The Centre handled more than 23,000 calls in the past year.
- The ministry's web site is always available and updated daily with information to help clients manage their businesses and deal with critical issues facing agricultural and rural Ontario. Visits to the site increased by 75 per cent over the past year.
- Workshops, seminars and presentations to stakeholders are conducted year-round on key topics, such as crops, livestock, rural economic development and resources development.

In December, 2000, the ministry entered into an agreement with AGRICORP for the delivery of the Farm Business Registration program. At the same time, Ontario's two general farm organizations assumed the costs of administering the program. The successful transition has meant more flexible, efficient registrations for farmers.

Key Commitments and Strategies for 2001 - 2002

The ministry is well-positioned to help the agri-food sector and rural communities achieve greater competitiveness and prosperity in the coming years.

Building Fairness and Prosperity

The Ontario government is committed to ensuring that the benefits of strong economic growth are shared across rural and small town Ontario. The Report of the Premier's Task Force on Rural Economic Renewal, released in April, 2001, recommends a number of steps to help keep rural Ontario strong. As a response to the report, the ministry is leading the development of a provincial rural economic development strategy.

The Rural Economic Development component of the Ontario Small Town and Rural Development (OSTAR) initiative will support projects identified as priorities by rural communities. The Infrastructure component, under the direction of the Ontario SuperBuild Corporation, will provide capital assistance for municipalities for public health and safety infrastructure. Improvements made to the Rural Summer Jobs Service for 2001 are expected to significantly increase the number of employers participating in the program to 1,000 from 500.

Ministry support will be vital to maintaining agri-food exports at $6.7 billion in 2001-2002, given softening market conditions worldwide. Ontario's industry will remain on schedule to achieve its 2005 goal of 25 per cent of Canada's exports, representing a one per cent share of the global agri-food trade market. The ministry will continue to work with clients to foster trade in Ontario food and agriculture products and to attract investors.

By providing high-quality advisory services to domestic food companies, and encouraging foreign investment, the ministry expects to support the creation of more than $200 million in investments and 1,000 jobs.

The ministry will continue to work toward building a life sciences economy, which focuses on the development of new and alternative products and services from renewable biological materials. Life sciences hold great potential for business expansion and job creation in rural areas; and for safeguarding food quality and the environment.

Further Reducing Risk

Ontario is once again responding to the needs of farmers, with the new 2000 Ontario Farm Income Disaster Program/Canadian Farm Income Program, announced by Minister Coburn on March 14, 2001. The federal-provincial program is available for the 2000, 2001 and 2002 taxation years and assists farmers whose incomes are drastically reduced due to plunging commodity prices and extremely adverse weather. More efficient services include telephone applications and pre-completed forms.

At the same time, the ministry will work with Ontario's farmers and agri-businesses to develop a made-in-Ontario solution to the challenge of maintaining our agricultural competitiveness in the global marketplace.

The ministry is working with several other provincial ministries and stakeholders to continue enhancing Ontario's food safety system, including new legislation. This would provide the basis for a seamless, science-based, field-to-fork system that protects public health and supports the agri-food industry and rural economy.

The ministry is also committed to strengthening its preparedness procedures for infectious animal diseases.

Working Together

The government will introduce a comprehensive strategy that will put in place preventative measures to address the effects of agricultural and municipal operations and the safe and effective management of land-applied materials containing nutrients.

The Ontario Farm Products Marketing Commission will continue promoting sector-wide collaboration to enhance market growth and satisfy customer needs.

Managing for the Future

The ministry is leading climate change action in Ontario's agriculture and food and beverage processing sectors. With financing from the Ontario Climate Change Fund, the ministry is supporting relevant research and providing technical advice and information to stakeholders. Ministry staff continue to contribute to national discussions on climate change.

The ministry integrates the principles of the Environmental Bill of Rights with the social, economic and scientific aspects of its mandate. This is reflected in the ministry's new vision, which supports "responsible, sustainable and environmentally sound agriculture, food and rural development." Consideration of the Statement of Environmental Values is an important part of the business planning process, where ministry decisions might significantly affect the physical environment. In addition, the ministry and its clients recognize that wisely using our natural resources ensures that future generations can continue to farm, process food and enjoy a high quality of rural life in a responsible way. As a result, the ministry continues to provide substantial support and technical information to help clients with their environmental decision-making.

The ministry is also committed to working with the Red Tape Commission to reduce duplication and overlap and promote a positive investment climate in Ontario's agri-food sector. Staff will continue to identify and eliminate red tape by periodically reviewing programs, legislation and regulations.

Key Performance Measures

Core Business:
Agriculture and Rural Economic Development Research and Technology Transfer

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Ontario's agri-food sector remains a leader in developing and adopting new technology.	Productivity gains/cost reductions and/or quality improvements for specific commodities.	To outperform main competitors in North America. Dairy – outperform other provinces on cost of production. Soybeans – 10-year average yield to outperform Michigan and Ohio. Hogs – maintain or improve financial efficiency of operations as compared to other provinces.	To continue outperforming Ontario's main competitors in North America. Dairy – 1999-2000 cost of production for milk ($/hectolitre): Ontario - $56.84. National average - $59.15 Soybeans – 1999-2000 10-year average yield in tonnes/hectare: Ontario – 2.6, Ohio – 2.6, Michigan – 2.5. Hogs – cash income as a per cent of gross revenues is 15.6% and ranks fourth among provinces.
That the ministry/University of Guelph make a significant contribution to enhancing the competitive position of the Ontario agri-food sector through research.	Amount of external funding from sources other than the provincial government, (e.g. industry and federal government for agri-food research at the University of Guelph) .	External funding to increase each year.	Maintain the external research funding level at over $50 million.
	Level of agri-food research funding at the University of Guelph from industry.	Year-over-year increase in the level of agri-food research funding.	Continued increase over the 1999-00 industry funding level of $12.2 million for research.

Core Business:
Agriculture and Rural Economic Development/Research and Technology Transfer

The ministry to make a major contribution toward rural economic development in rural Ontario.	Work: Employment growth by sector. Invest: Business growth by sector (Canadian Business Patterns) Live: Net family income.	Rural Ontario to maintain or improve its relative position to urban Ontario in employment growth by sector; business growth by sector; and net family income.	Rural Ontario will maintain or improve its relative position to urban Ontario, in employment and business growth by sector and net family income.

Core Business:
Investment and Market Development

Goals/Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
Continuing growth of Ontario agri-food exports.	Increased Ontario agri-food exports.	1% of world agri-food trade by 2005, representing $7.5 - $10 billion in exports, a minimum growth of 4% annually.	Growth in Ontario agri-food exports will be maintained at $6.7 billion in 2001, on track with a minimum growth of 4% on average each year until 2005.

Core Business:
Risk Management

Goals/Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
Ontario farmers take advantage of risk management tools available.	Net Income Stabilization Account (NISA) and Crop Insurance program participation.	Maintain or improve participation in programs.	Maintain current enrolment of 31,552 in NISA. Most eligible farmers already participate in the program. Increase crops covered by crop insurance by 3% to 1.55 million hectares.

Core Business:
Risk Management

Maintain safety and quality of Ontario's food supply	Number of food safety programs developed, tested, implemented and adopted by industry.	Develop generic plans that will be adopted by all nine sectors, resulting in specific food safety programs.	Food safety programs developed, tested, implemented and adopted in two sectors.
	Number of food-borne disease outbreaks from provincially-licensed plants.	No food-borne disease outbreaks from provincially-licensed plants.	Outbreaks from provincially-licensed plants = 0

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Agriculture, Food and Rural Affairs

Operating	$406 million
Extraordinary/ One-time	$233 million
Capital	$1 million
	740 staff

Agriculture and Rural Economic Development/Research and Technology Transfer

Operating	$150 million
Capital	$ 1 million
	365 staff

Investment and Market Development

Operating	$12 million
	95 staff

Risk Management

Operating	$228 million
Extraordinary/ One-time	$233 million
	210 staff

Administration/Main Office

Operating	$16 million
	70 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Agriculture, Food And Rural Affairs

Operating	$446 million
Capital	$ 51 million
	715 staff

Agriculture and Rural Economic Development/Research and Technology Transfer

Operating	$181 million
Capital	$ 51 million
	370 staff

Investment and Market Development

Operating	$11 million
	85 staff

Risk Management

Operating	$238 million
	190 staff

Administration/Main Office

Operating	$16 million
	70 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

Who to Call

Questions or comments about the ministry's business plan are welcomed. Visit http://www.gov.on.ca/omafra or call our toll-free number at 1-888-466-2372.

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MINISTRY OF THE ATTORNEY GENERAL

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. David S. Young

Safe communities are vital to Ontario's economic performance and quality of life. This business plan outlines the commitments by the Ministry of the Attorney General for the year 2001-2002 to keep Ontario's streets and communities safe from crime and to enhance victims' rights. It also reports on the strong action taken in the past year.

The 2001 Ontario Budget commits $6 million annually for police services and dedicated Crown attorneys to enhance our comprehensive, multi-pronged approach to combat organized crime. Complementing this increased investment is the government's proposed legislation to use the civil law to take the profit out of organized crime by seizing the proceeds of illegal activity.

The Budget provides $1 million annually to double the number of Youth Justice Committees from the 18 previously planned to 36. By holding non-violent young offenders accountable, these community committees help prevent them from graduating to more serious crimes.

This government stands firmly on the side of victims of crime. We will spend $15 million annually to break the cycle of youth prostitution. I intend to ask the Legislature to provide new legal tools to protect children caught in the misery of prostitution.

Safe communities are good places to work and do business. The civil justice system contributes to this positive climate by providing options for resolving disputes. Such reforms as the expansion of case management in Toronto will continue to reduce cost and delay.

I look forward to working with the public, the judiciary, lawyers and our many other stakeholders to build a justice system that will underpin the strength of our society, the health of our economy and the quality of our lives in the 21st century.

The Honourable David S. Young
Attorney General

Ministry Vision

Ontario's three justice ministries – the Ministry of the Attorney General, the Ministry of the Solicitor General and the Ministry of Correctional Services – share a common vision for Ontario. They are working together to build a province where all communities are safe, secure and prosperous – supported and protected by accountable, efficient, effective and accessible justice and public-safety systems. This vision guides all of the ministries' planning and decisions.

A modern justice system is the foundation for community and personal safety, reflecting cherished values such as individual freedom, personal security, respect and responsibility and the rule of law. Such a system gives victims a voice in the criminal justice process and responds to their needs, while holding offenders accountable. It sustains family life by helping families resolve conflicts. And it contributes to economic prosperity by creating a safe climate for investors and providing individuals and businesses with efficient ways to resolve disputes.

The justice ministries' vision is based on the firm belief that keeping Ontario strong depends on enhancing community safety and victims' rights. The underlying principle is that all people of Ontario have a right to be safe and feel safe as they go about their lives.

Core Businesses

The Ministry of the Attorney General works to achieve an accountable, efficient, effective and accessible justice system through five core businesses.

Prosecuting Crime and Preserving Public Order and Personal Safety

The ministry protects community and personal safety through timely, fair and effective prosecution of offences across the province. More than 700 Crown attorneys prosecute approximately 500,000 charges each year.

Also playing key roles in the criminal justice system are the Ministry of the Solicitor General, which regulates police services, and the Ministry of Correctional Services, which operates custodial facilities and probation and parole services. The goal of the three justice ministries is to hold offenders accountable, balance individual rights with responsibilities and create safer streets and safer communities.

Supporting Victims throughout the Criminal Justice System

The government is committed to building a justice system that responds to the needs of victims of crime and gives victims a stronger voice. All three justice ministries work to fulfil this commitment.

Victims receive support through such initiatives as the Victim/Witness Assistance Program (V/WAP) and the Victim Crisis Assistance and Referral Services (VCARS) program, each with 26 offices around Ontario. Crown attorneys have dedicated time to spend with victims and witnesses in preparing cases.

The Office for Victims of Crime is working to strengthen victims' services by consulting with victims and advising government on ways to ensure that the principles of the *Victims' Bill of Rights* are respected.

Providing Criminal, Civil and Family Courts and Related Justice Services that are Fair, Co-ordinated, Timely and Accessible

The ministry provides a range of services that support Ontario's family, civil and criminal courts. More than 250 court offices around the province serve the public, litigants, judges, lawyers, Crown attorneys and police.

The government has made a commitment to providing courts and related services that respond to the changing needs of the people of Ontario. The ministry is modernizing the justice system to make it more accessible and convenient for the public, to make courts work better and faster and to offer alternatives to court for resolving disputes.

Providing Justice Support Services to Vulnerable People

The ministry delivers or supports a variety of special services to bring the justice system to those most in need. These services range from decision-making for mentally incapable people with no one else to act on their behalf, to legal representation of children and funding for Legal Aid Ontario.

Providing Legal Advice and Services to Government

Since government itself is a user of the justice system, it requires legal advice and services. This core business provides expert legal services to government ministries, agencies, boards and commissions.

Annual Report on Key Achievements for 2000-2001

Building a Safer Ontario and Promoting Respect and Responsibility

Organized crime poses a growing threat to public safety and economic security, costing Canadians an estimated $5-9 billion each year. To develop 21st century solutions, the Ontario government hosted a two-day international summit, Taking the Profit Out of Crime, in August 2000. Speakers from Canada, the United States, Great Britain and other countries underlined that laws to seize the assets of criminals are proving an effective tool for disrupting organized crime. The ministry developed legislative proposals to keep Ontario communities safe by implementing this innovative approach.

The *Parental Responsibility Act* took effect in August 2000, making parents financially accountable for property loss, destruction or damage intentionally caused by their children. This law makes it easier for victims of youth property crime to recover up to $10,000 in compensation from parents, through the Small Claims Court. Parents are not liable if they can prove that the damage was unintentional or that they exercised reasonable supervision and made reasonable efforts to prevent the damage.

Ontario residents are deeply concerned about violent youth crime. The provincial government continued to press Ottawa to overhaul the proposed federal *Youth Criminal Justice Act*, which is woefully inadequate to deter violent crime or hold young offenders accountable.

Youth Justice Committees bring together young offenders, their parents, victims and community members to negotiate a meaningful way for a youth to make amends for a non-violent offence. Six pilot sites are now operational and planning began to expand to 12 more locations, as announced in the 2000 Ontario Budget. An advisory committee made up of members of the judiciary, Crown attorneys, defence lawyers and others from the community made recommendations on the program.

Safeguarding Victims

The government stands firmly on the side of victims of crime. During 2000-2001, the government as a whole dedicated approximately $135 million to more than 40 projects and initiatives in the areas of safety, justice and prevention to help meet the needs of victims in Ontario – an unprecedented level of funding.

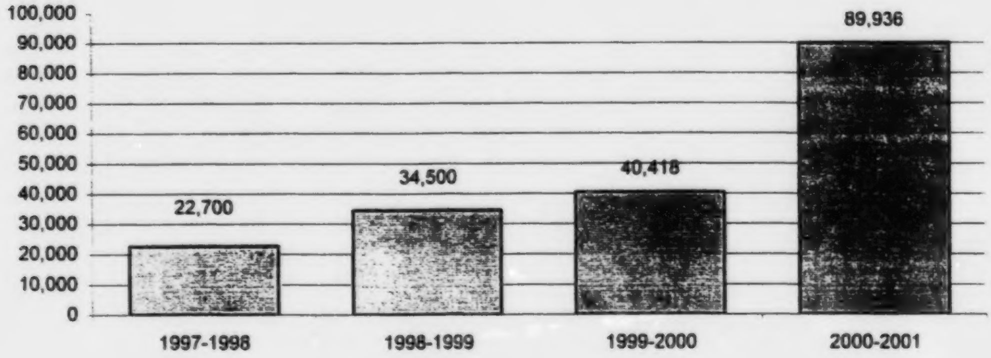
In June 2000, the ministry announced the Victims' Justice Action Plan, which charts a course for further measures to respect victims' rights and respond to their needs. The plan responds to recommendations by the May/Iles Coroner's Jury, the Joint Committee on Domestic Violence and the Office for Victims of Crime.

Keeping a commitment in the action plan, the Attorney General introduced legislation to make the Office for Victims of Crime a permanent advisory agency. The Act was passed in December 2000.

In 2000-2001, the Victim/Witness Assistance Program (V/WAP) more than doubled the number of contacts with clients from 40,000 to almost 90,000. V/WAP staff get in touch with victims quickly, guide them through the court process, and provide information, safety planning, community referrals, advocacy and emotional support. Ninety-two per cent of clients were satisfied with the services, based on survey forms filled out as clients complete the program.

Annual Report on Key Achievements for 2000-2001
(cont'd)

Victim/Witness Assistance Program
Direct Client Contacts



Protecting Children and Families

Ontario has the largest domestic violence court program in Canada. Eight new sites opened in 2000-2001, bringing the total to 16, and services at existing locations were enhanced. In each site, teams of specialized personnel work together to ensure priority is given to the safety and needs of domestic assault victims and their children. These teams include police, Crown attorneys, V/WAP staff, probation services, counselling services for abusers and community agencies. The team approach has been found to result in more effective prosecutions and better co-ordination of services tailored to the needs of victims.

Passed in December 2000, the *Domestic Violence Protection Act* will enhance victims' safety by providing for domestic violence intervention orders. The new orders will be easier to enforce and provide broader coverage. As well, victims will be able to obtain an emergency order quickly, 24 hours a day, seven days a week.

In early 2001, the ministry issued requests for proposals to operate nine new Supervised Access Centres for families with custody and access arrangements. The new locations will bring the total number of sites to 47, the next stage in a planned province-wide expansion to 77. The centres provide children with a safe and secure place to visit or be picked up by non-custodial parents or other relatives. By enabling children to maintain relationships with both parents, the program can reduce the emotional toll of family disputes.

Family law information centres now serve 43 locations across the province. These centres provide clients with information about the legal process, help in filling out forms, referrals to other services and general legal advice from Legal Aid Ontario. Centres will open in nine more family court sites in 2001-2002.

The Family Responsibility Office (FRO) processes child and spousal support payments to help ensure that support gets paid on a regular basis. If support is not being paid, FRO takes enforcement action to collect the money owed. In 2000-2001, FRO achieved its target of having 61 per cent of cases in compliance, up from a 58 per cent compliance rate the year before. In all FRO collected a record $545.9 million for Ontario families.

As of April 2001, FRO was transferred from the Ministry of the Attorney General to the Ministry of Community and Social Services (MCSS). This administrative change in reporting relationships makes sense given the MCSS mandate to provide services to children and families. The government remains committed to ensuring that FRO continues to deliver the most aggressive family support enforcement program in the country.

Improving Access to Justice

The mandatory mediation program has been operating on a pilot basis in the Ottawa and Toronto civil courts since January 1999. A mediator works to help the parties resolve the dispute themselves early in the litigation process. A program evaluation completed in early 2001 under the auspices of the Civil Rules Committee found that mandatory mediation has a favourable impact on the speed of dispute resolution and the cost of litigation. The Rules Committee has recommended making the program a permanent feature of Ontario's civil justice system, with some fine-tuning.

As of April 2, 2001, claims of up to $10,000 can be pursued in Small Claims Court, an increase from the previous monetary jurisdiction of $6,000. The change will enable litigants to make or defend a wider range of claims quickly, simply and inexpensively. A province-wide survey of Small Claims Court customers found that more than 81 per cent were pleased with the court's service.

Modernizing the Justice System

New courthouses officially opened in Windsor and Brampton, part of the government's $269 million investment in court construction and renovation since 1995 – the largest such investment in Ontario history. State-of-the-art facilities make the courts more accessible and efficient, providing swift justice and protecting our communities.

The Ontario SuperBuild Corporation is an agency of the Ministry of Finance responsible for co-ordinating the government's capital planning and expenditures. In summer 2000, SuperBuild issued a request for consultants to help develop a public-private partnership approach to further modernize court facilities. The Durham consolidated courthouse will be the first to benefit from the partnership approach. In all, the selected consultants are now working on 13 courthouse projects in 12 communities around Ontario.

The Integrated Justice Project – a partnership among the three justice ministries and the private sector – continued its work to build an information system linking people who work in the justice sector. The goal is to create a modern, accessible and effective justice system that will enhance community safety and further strengthen public confidence.

As part of local services realignment, the ministry has transferred to municipalities responsibility for administering charges as well as for prosecution of most "ticketable" offences under the *Provincial Offences Act*. Municipalities keep most fine revenue collected and have more control over local justice matters. The only remaining transfer, to the City of Toronto, is expected to occur in 2001-2002. The ministry continues to work with municipal partners to ensure standards of justice and service are maintained.

Entering the Digital Age

Proclaimed in force in October 2000, the *Electronic Commerce Act, 2000*, paves the way for the expansion of the digital economy by ensuring that electronic contracts, documents and signatures have the same effect as their paper counterparts. Ontario was the first province in Canada to bring e-commerce legislation into effect.

Up-to-date versions of Ontario laws are now available online within 14 days of new or amended legislation coming into force – compared with previous time lags of 12 to 18 months. This improvement has been made possible by e-Laws, a new bilingual website launched in February 2001 at www.e-laws.gov.on.ca. This initiative reflects the government's commitment to electronic service delivery to give people access to government services where, when and how they want them.

Walkerton Compensation Plan

As part of the government's comprehensive response to the Walkerton tragedy, the ministry introduced the Walkerton Compensation Plan to provide people the compensation they could expect to receive through the courts, but to do so in a simpler fashion. The government's plan is the centrepiece of the class action settlement approved by Chief Justice LeSage in March 2001. The settlement preserves the plan's underlying principles and major components while making some amendments and placing the plan's operation under court supervision.

Key Commitments and Strategies for 2001-2002

Keeping Our Streets and Communities Safe

As announced in the 2001 Ontario Budget, the government will invest $6 million annually for police services and dedicated Crown attorneys to enhance the comprehensive, multi-pronged approach to combat organized crime. Ontario's innovative strategy also includes taking the profit out of criminal enterprises. The proposed *Remedies for Organized Crime and Other Unlawful Activities Act*, introduced by the Attorney General in May 2001, would be the first legislation in Canada to use civil law to seize, freeze and forfeit the proceeds of illegal activity. If passed, the Act would also enable the victims of organized crime to claim compensation against forfeited proceeds.

DNA evidence is one of the most valuable crime-fighting tools to emerge in decades. The federal *DNA Identification Act* took effect in June 2000, creating a national DNA databank. The ministry is applying to the courts to obtain DNA samples from approximately 650 serious offenders who committed such crimes as murder, sexual assault and kidnapping before the legislation took effect. The ministry also plans to seek DNA samples from those committing serious offences after the legislation came into force.

The 2001 Budget committed $1 million annually to double the number of Youth Justice Committees from 18 as previously planned to 36. In these committees, non-violent young offenders face probing examinations of what they did, why they did it, how it affects the community and how they can make up for it. The experience of similar committees in other jurisdictions shows low repeat offence rates. This approach protects the public and helps young people turn away from a life of crime.

Ensuring that Victims' Rights Are Respected

In line with the Victims' Justice Action Plan, the government will expand victims' justice services to improve province-wide access. Undergoing significant expansion will be V/WAP, which supports victims and witnesses throughout the criminal justice process, and VCARS, which offers immediate help to victims of crime or disaster 24 hours a day, seven days a week. SupportLink will build on two pilot projects that supply wireless phones pre-programmed to 911 to victims at risk of sexual assault, domestic violence and stalking. As well, a Northern Strategy will guide the development of alternate ways to provide services suited to the geography, demographics and economics in northern communities.

Ontario's innovative domestic violence court program will be expanded to an additional eight sites, for a total of 24 across the province. The goal is to provide better support for victims and send the message that domestic violence will not be tolerated in Ontario.

As of April 2001, the government consolidated victim services offered by the Ministries of the Attorney General and of the Solicitor General in a single division. Based in the Ministry of the Attorney General, the new division has a mandate to improve the co-ordination of services.

The Attorney General intends to introduce legislation to protect victims by seizing money offenders receive for recounting their crimes in books or interviews.

Protecting Our Children

As announced in the 2001 Budget, the government will spend $15 million annually to break the cycle of youth prostitution. Supporting this commitment, the Attorney General intends to table legislation to protect children forced into prostitution and save them from further victimization.

Over the next two years Supervised Access Centres will be extended province-wide to a total of 77 sites providing safe, neutral locations for contact between children and non-custodial parents or other relatives. This initiative will build on previous expansion and keep the government's commitment to protect children and support families.

Investing in Justice

The government will continue its unprecedented investment to build court facilities for the 21st century. Construction of a consolidated courthouse is under way in Owen Sound and projects will begin in Chatham and Brockville. As well, planning is expected to begin for new consolidated facilities in Pembroke.

The Integrated Justice Project (IJP) plans to move forward with the development and testing of key systems, such as digital audio recording in the courts and the electronic exchange of information briefs from police to Crown attorneys. IJP is a wide-ranging initiative to re-engineer and electronically link elements of the provincial justice system.

The government is investing in new information systems for the Office of the Public Guardian and Trustee. The new technology will enable the office to improve response times and better protect the personal and property rights of incapable people.

Modernizing the Civil Justice System

In April 2001, the Attorney General introduced legislation to reform limitation periods for starting lawsuits, an area where change is long overdue. If passed, the bill would set two clear and fair time limits for commencing a lawsuit, ending confusion and balancing the interests of plaintiffs and defendants. The bill includes several important exceptions. For example, no time restrictions would be set to bring claims based on sexual assaults that occurred in a relationship of trust, and there would be no limitation period for environmental claims that have not been discovered.

As of July 3, 2001, case management will apply to all new civil cases commenced in Toronto, with limited exceptions – an increase from the approximately 25 per cent formerly covered. Case management establishes time frames for specific events in a lawsuit, with the flexibility to respond to the circumstances of each case, and also gives parties opportunities to settle, narrow and consolidate issues. The aim is to reduce delay and cost. The government has appointed five additional case management masters in Toronto, for a total of 11, to support the expansion.

Key Performance Measures

Core Business: Prosecuting crime and preserving public order and personal safety

Ministry Goal:

- Criminal justice resources are better focused and the prosecution process is streamlined to: (1) hold offenders accountable; (2) preserve victims' rights; and (3) ensure public safety.

Contribution to Goal:

- The efficient handling of cases will reduce province-wide the criminal cases dismissed due to delay. This means that offenders will be accountable and that criminal justice resources will be better focused to ensure public safety.

Contextual Information:

- In 2000-2001, 39 criminal cases were dismissed province-wide.

Measure	Standard / Target	2001-2002 Commitments
The number of criminal cases dismissed province-wide as a result of unreasonable delay.	No more than 40 criminal cases dismissed province-wide as a result of unreasonable delay by 2002-2003.	No more than 40 criminal cases dismissed province-wide as a result of unreasonable delay.

Core Business: Prosecuting crime and preserving public order and personal safety

Ministry Goal:

- Criminal justice resources are better focused and the prosecution process is streamlined to: (1) hold offenders accountable; (2) preserve victims' rights; and (3) ensure public safety.

Contribution to Goal:

- DNA evidence facilitates effective crime control, protection of vulnerable victims and the enforcement of criminal laws.

Contextual Information:

- The federal *DNA Identification Act* came into effect on June 30, 2000, and established a national data bank maintained by the RCMP. The new Act authorizes judges to order offenders convicted of designated *Criminal Code* offences to provide samples for DNA analysis.
- The resulting profiles are preserved in a convicted offenders index within the data bank. The data bank has a crime scene index containing DNA profiles from unsolved crime scenes and a convicted offenders index containing DNA profiles taken from certain convicted offenders. Profiles from the crime scene index and the convicted offenders index are compared to find a match in the system.
- The province has approximately 650 retroactive cases, involving offences committed before the legislation took effect.

Measure	Standard / Target	2001-2002 Commitments
In retroactive cases, number of DNA sampling applications made prior to the offender's release or warrant expiry date.	All applications for retroactive cases will be made prior to the offender's release or warrant expiry date, provided that appropriate documentation is received. Samples are collected retroactively from serious offenders who are currently serving sentences when an offender has been: • declared a "dangerous offender" under the *Criminal Code*; • convicted of more than one sexual offence and is currently serving a term of incarceration of two years or more; or • convicted of more than one murder committed at different times. Retroactive cases are expected to be completed by the end of 2002-2003.	All applications for retroactive cases will be made prior to the offender's release or warrant expiry date, provided that appropriate documentation is received.

Core Business: Supporting victims throughout the criminal justice system

Ministry Goal:

- Increase and improve support for victims proceeding through the criminal justice process.

Contribution to Goal:

- Measuring client satisfaction levels helps ensure that appropriate support is consistently provided to victims of crime, and that ongoing enhancements to V/WAP services are based on results. A questionnaire gives victims a forum to voice their satisfaction with the program or to raise any concerns.

Contextual Information:

- V/WAP office provides survey form to clients, who complete it on a voluntary and anonymous basis.

Measure	Standard / Target	2001-2002 Commitments
Client satisfaction with services provided by the Victim/Witness Assistance Program (V/WAP).	90% client satisfaction with program services.	Attain a 90% or better client satisfaction with program services.

Core Business: Supporting victims throughout the criminal justice system

Ministry Goal:

- Improved services to victims of crime.

Contextual Information:

- This is the number of contacts for the Victim Services Unit.
- Through the Victim Services Unit, the ministry administers important community-based services for Ontario's victims of crime. These services include: sexual assault centres, victim crisis assistance and referral services, a dedicated victim support telephone line, programs to counsel people who assault their partners, and other projects.

Measure	Standard / Target	2001-2002 Commitments
Number of victim contacts.	Increase the number of victim contacts over a three-year average.	Meet/exceed target of the three-year average (approximately 138,000).

Core Business: Providing criminal, civil and family courts and related justice services that are fair, co-ordinated, timely and accessible

Ministry Goal:

- Public satisfaction with court services.

Contribution to Goal:

- Plan to evaluate Court Services Division core business services will enable assessment of public satisfaction with delivery of court services following the introduction of major changes (e.g., Integrated Justice Project implementation).

Contextual Information:

- Program evaluation tools to be used to determine level of satisfaction.

Measure	Standard / Target	2001-2002 Commitments
Public satisfaction with services.	Instruments available for all courts and a protocol for regular assessment in place.	Develop plan for province-wide evaluation of family court services.

Core Business: Providing criminal, civil and family courts and related justice services that are fair, co-ordinated, timely and accessible

Ministry Goal:

- Improve customer service in the North York Small Claims Court.

Contribution to Goal:

- Program evaluation will enable assessment of public satisfaction with delivery of court services following major changes such as increase in Small Claims limit from $6,000 to $10,000.

Contextual Information:

- In previous surveys at the North York Small Claims Court customers indicated that a waiting period of 15 minutes or less was acceptable.
- Approximately 80% of claims and defences are received through the mail.

Measure	Standard / Target	2001-2002 Commitments
Average wait time for counter services.	Average wait time of 15 minutes or less.	Provide counter service within an average wait time of 15 minutes.
Average time to process all claims and defences received in the mail.	Average processing time of 2 working days.	Process all claims and defences received in the mail within 3 working days.
Time to process enforcements.	Enforcements are processed in 4 days.	Process enforcements within 4 days.

Core Business: Providing criminal, civil and family courts and related justice services that are fair, co-ordinated, timely and accessible

Ministry Goal:

- Reduced time to resolution for litigants in civil proceedings.

Contribution to Goal:

- Evaluation of time to resolution of civil cases could identify areas of enhancement to the civil justice system to reduce delay for litigants in disposition of cases.

Contextual Information:

- Results may be affected by: Civil Rules Committee (CRC) decisions on Simplified Rules and Mandatory Mediation Rule; expansion of civil case management and mandatory mediation programs; and timing of introduction of technology enhancements under Integrated Justice Project (IJP)

Measure	Standard / Target	2001-2002 Commitments
Time to resolution of cases.	To be determined by methodology.	Develop a plan to evaluate the impact of civil justice reform initiatives on the time to resolution of civil cases.

Core Business: Providing criminal, civil and family courts and related justice services that are fair, co-ordinated, timely and accessible

Ministry Goal:

- Reduced time to resolution for litigants in civil proceedings.

Contribution to Goal:

- Implementing mandatory referral to mediation in civil, non-family cases in the Superior Court of Justice is expected to reduce time to settlement and costs for litigants.

Contextual Information:

- Evaluation of mandatory mediation pilot sites in Ottawa and Toronto has shown the program is effective in reducing cost and delay in the civil litigation process. A mandatory mediation session produced a full settlement in about 4 of 10 cases and a partial settlement in about 2 of 10 cases.

Measure	Standard / Target	2001-2002 Commitments
Percentage of cases that have early settlement through the mediation process.	Cases referred to mandatory mediation will have a 40% settlement rate (full and partial settlement).	Target 40% full and partial settlement rate for program sites.

Core Business: Providing criminal, civil and family courts and related justice services that are fair, co-ordinated, timely and accessible

Ministry Goal:

- Municipal compliance with the terms and standards set out in the *Provincial Offences Act* (POA) Transfer Agreement.

Contribution to Goal:

- Performance measures developed for municipally managed POA operations will support a regime of regular municipal reporting on compliance with standards for operations, prosecutions, data management and transmission and financial administration. The performance measurement system helps to ensure the continued integrity of the system of justice in Ontario.

Contextual Information:

- In fall 2000, POA transfer project staff began consultations with municipal partners on possible performance measures. Performance measures are expected to be finalized in 2001-2002.

Measure	Standard / Target	2001-2002 Commitments
Performance measures are developed in 2001-2002 to allow MAG to meet its legal obligation to monitor and enforce municipal compliance with the terms and standards contained in the POA Transfer Agreement.	Performance of municipally-managed POA operations are assessed using performance measure system.	Performance measures are developed in consultation with, and accepted by, municipal partners.

Core Business: Providing justice support services to vulnerable people

Ministry Goal:

- Personal and property rights of vulnerable adults are protected.

Contribution to Goal:

- Tracking response time helps ensure the protection of the personal and property rights and obligations of incapable people.

Contextual Information:

- Office of the Public Guardian and Trustee investigators screen allegations of harm, which are logged for purposes of tracking and follow-up.

Measure	Standard / Target	2001-2002 Commitments
Timeframe to commence follow-up to allegations.	Commence follow-up to allegation within 24 hours.	90% of the time commence follow-up to allegations within 24 hours.

Core Business: Providing justice support services to vulnerable people

Ministry Goal:

- Treatment decisions for mentally incapable persons are timely and informed.

Contribution to Goal:

- Tracking time to make last-resort decisions helps ensure prompt response.

Contextual Information:

- The Office of the Public Guardian and Trustee is last resort decision-maker for treatment and admission to long-term care facilities.

Measure	Standard / Target	2001-2002 Commitments
Time taken to make a decision after receipt of all necessary health information.	Decisions made within 3 days of receipt of all necessary health information.	Standard is met 95% of the time.

2000-2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of the Attorney General

Operating	$971 million
Capital	$40 million
	6,405 staff

Prosecuting Crime

Operating	$135 million
	1,195 staff

Support to Victims

Operating	$31 million
	55 staff

Criminal, Civil and Family Courts

Operating	$284 million
Capital	$25 million
	3,280 staff

Services to Vulnerable People

Operating	$343 million
Capital	$10 million
	885 staff

Legal Services to Government

Operating	$48 million
	595 staff

Internal Administration and Special Services

Operating	$130 million
Capital	$5 million
	395 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of the Attorney General

Operating	$979 million
Capital	$55 million
	6,300 staff

Prosecuting Crime

Operating	$137 million
	1,120 staff

Support to Victims

Operating	$64 million
	295 staff

Criminal, Civil and Family Courts

Operating	$280 million
Capital	$33 million
	3,415 staff

Services to Vulnerable People

Operating	$324 million
Capital	$16 million
	415 staff

Legal Services to Government

Operating	$51 million
	605 staff

Internal Administration and Special Services

Operating	$123 million
Capital	$6 million
	450 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

Who to Call

Questions or comments about the ministry's business plan are welcomed. Visit our website at http://www.attorneygeneral.jus.gov.on.ca or call our Public Inquiries staff at (416) 326-2220. The TTY/TDD number is (416) 326-4012. The fax number is (416) 326-4007.

You can also call:

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Who to Call (cont'd)

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MINISTRY OF CITIZENSHIP

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Cam Jackson

As the Minister of Citizenship, I am pleased to present the 2001-2002 business plan. Our focus is to improve the quality of life for the people of Ontario. We work to support the most vulnerable, ensure safe communities for seniors and women, protect human rights and to make sure everyone has equal access to opportunities.

This year, the ministry is working with our partners to find common ground and shared solutions to address the needs of persons with disabilities. Action will be taken, including the introduction of legislation, to build on our commitment to those who face special barriers.

The Ontario Human Rights Code is one of the finest pieces of legislation in North America. To strengthen the protection of human rights, the Chair of the Ontario Human Rights Commission has proposed legislative changes. Based on a review of his recommendations, amendments to the Ontario Human Rights Code will be placed before the House.

To make our communities safer for seniors, the government will introduce new measures to combat elder abuse. Our strategy is based on the recommendations of a Round Table of experts - many of whom will remain our partners through implementation of our strategy.

Our ministry continues to work with the justice system to assist women victims of violence who speak neither English nor French. Dianne Cunningham, the Minister Responsible for Women's Issues, shares our commitment to improving the quality of life for women and their children.

Immigrants contribute a great deal to this province. The 2001 Budget provides additional resources to help foreign-trained professionals upgrade and use their skills in our workplace.

To mark the United Nations International Year of Volunteers, we have introduced new initiatives to support volunteers and approximately 7,500 volunteers will be recognized at 39 Volunteer Service Award ceremonies held across the province.

I look forward to working with our partners to make Ontario a place where all people are valued and can live with dignity.

Cam Jackson

The Honourable Cam Jackson
Minister of Citizenship
Minister Responsible for Seniors

Message from the Minister

Hon. Dianne Cunningham

As Minister Responsible for Women, I am committed to a vision of an Ontario where all women can achieve economic independence and are free from violence.

Violence against women is an all too familiar reality in Ontario. Sexual assault and domestic violence are crimes that take a terrible toll on women and their children.

Our government is investing $140 million this year in the area of violence prevention including sexual assault prevention, treatment and education programs. We have created the largest, most comprehensive domestic violence court system in the country.

The government is investing a further $26 million over the next four years to improve the safety of abused women by increasing the number of available beds in shelters. An additional $3 million will be added this year, growing to $9 million annually, for counselling, telephone crisis services and other supports.

Economic independence for women is a priority of this government. It helps free women from violent relationships and allows women the opportunity to participate fully in society and contribute to the economy.

Women in Skilled Trades and *Information Technology Training for Women* programs provide women with the opportunity to work in growth industries where skill shortages exist.

I look forward to working with my colleague, Cam Jackson, Minister of Citizenship and Minister Responsible for Seniors, and other cabinet colleagues, as we strive to provide economic opportunities for women and make our communities safe for them and their children.

The Honourable Dianne Cunningham
Minister of Training, Colleges and Universities
Minister Responsible for Women's Issues

Ministry Vision

Ontario is blessed with many strong, prosperous and safe communities where the most vulnerable are supported and people and families enjoy a sense of peace, freedom and economic self-sufficiency. To build on this, our ministry has a vision of a province where:

- human rights are respected and diversity is celebrated;
- persons with disabilities are granted the same opportunities as other residents of Ontario;
- all seniors can live free from harm, fully participate in their communities and have their contributions recognized and respected;
- all women are able to achieve economic independence and they, and their children, can live free from the fear of violence;
- newcomers are welcomed, supported and have access to employment opportunities where they can use the skills and experience they bring to our province, and
- volunteerism is valued and people in all communities of Ontario are engaged in working together to improve the quality of life for everyone.

To support this vision we are working with other ministries, governments, not-for-profit and private sector partners to promote policies and develop programs and services to address the needs of seniors, women, persons with disabilities and newcomers and improve their quality of life.

Core Businesses

The Ministry of Citizenship pursues its vision of an Ontario where the most vulnerable are supported and everyone is valued and can live with dignity through three core business areas: citizenship, women's issues and seniors' issues.

Citizenship

The ministry enforces human rights legislation and supports and promotes equal opportunity, responsible citizenship and voluntary action for the economic and social benefit of our communities.

Through this core business area, the ministry focuses on building a province where volunteerism is valued and recognized and people are engaged in working together to improve the quality of life for everyone; where persons with disabilities have greater opportunities to participate in Ontario society; where newcomers are welcomed, human rights are respected and diversity is celebrated.

Women's Issues

The Ontario Women's Directorate (OWD) delivers the core business related to women's issues and provides focus for government action on issues of concern to women. Through partnerships with different sectors of society, the OWD works to advance women's economic independence and prevent violence against women and their children so that young girls and women can enjoy life and career success.

The Ontario Women's Directorate strives to meet the ministry vision of a province where people and families enjoy a sense of peace, freedom and economic independence. Its goal is a province where all women are able to achieve economic self-sufficiency and where they can live free from the fear of violence against themselves and their children.

Seniors' Issues

The Ontario Seniors' Secretariat (OSS) delivers the core business related to seniors' issues and focuses on developing policies that improve the quality of life of Ontario seniors and educating the public about seniors' programs and issues. The OSS also works with other ministries to ensure seniors' needs are considered in all government policies and programs that could affect a senior's quality of life.

The Ontario Seniors' Secretariat strives to meet the ministry vision of a province where all seniors can live free from harm, fully participate in their communities and have their contributions recognized and respected.

Annual Report on Key Achievements for 2000 - 2001

Citizenship

Through programs like the *Partners Enabling Change* and *Community AccessAbility*, the ministry worked with business, local governments and community organizations to improve access for persons with disabilities.

The ministry continued to work with the Ontario Human Rights Commission (OHRC) to improve customer service and reduce the length of time needed to resolve a complaint. Significant progress was made. The OHRC's mediation target to resolve 65 per cent of cases going to mediation was exceeded and the target to resolve cases more than one-year old was met by 92 per cent.

The *Newcomer Services Program* provided $3.7 million to 97 community-based agencies for settlement and integration programs for new immigrants.

The Ontario Trillium Foundation again received $100 million of government funding generated through Ontario's charity casino initiative to make strategic investments in partnership with more than 1,300 charities and not-for-profit organizations to build healthy, sustainable and caring communities in Ontario. As in 1999-2000, this involved more than 300 volunteer members (donating their time through the 16 local grant review teams of the Foundation) making local decisions on local priorities.

Responsibility for the Ontario Trillium Foundation was transferred to the Ministry of Tourism, Culture and Recreation in February 2001.

This year marks the International Year of Volunteers (IYV) and brings to all Ontarians an opportunity to recognize volunteers, learn about volunteering and to make the choice to share in responsibility for their community. Planning for IYV was undertaken during 2000-2001. Details of Ontario's IYV can found under Key Commitments and Strategies for 2001-2002.

The ministry continued its commitment to volunteerism with $3.7 million being provided to the *Volunteer @ction.online* program to fund 38 partnerships (involving 390 organizations) to increase the effectiveness of volunteers and community organizations through the use of Internet technology.

The *Ontario Screening Initiative* provided information to more than 200,000 volunteers and volunteer leaders to help them protect the children, youth and vulnerable adults they serve by using safe practices in recruiting, selecting, training, supervising, and monitoring volunteers and staff.

Women's Issues

The Ontario Women's Directorate (OWD) has worked closely with a number of ministries to co-ordinate Ontario's *Violence Against Women Prevention* initiatives.

Funding was provided for numerous innovative pilot projects such as training members of the community to respond to issues of sexual assault and suicide and the Safety First Audit, which examined women's safety throughout their involvement in the justice system.

Awareness of violence against women was raised through approximately 80 public education projects developed and implemented in partnership with other ministries and private sector and community partners.

Several projects promoting women's economic independence through partnership initiatives were developed, implemented, or expanded. By the end of 2000-01 the *Women in Skilled Trades* pre-apprenticeship program had been expanded to sites in central and southwestern Ontario, 209 women had enrolled and 30 had graduated.

A minimum of 150 graduates are expected from the pilot *Information Technology Training for Women* program which was launched in 2000-2001.

Through *Partners for Change,* programs and resources are developed to help girls and women make better career and life choices. In 2000-01 more than 200 English and French teachers volunteered to use the *Your Money, Your Life, Your Way* education package for high school students. Eleven *Words on Work* (WOW) sites were launched where successful women share their stories to help educate, inform and inspire students to make positive choices. More than 750 women have registered on the WOW web site and 248 have been invited by the schools to make a presentation.
Two grant programs: *Investing in Women's Futures* and *Advancing Women's Economic Independence* support organizations that help women in creating their own economic opportunities. Combined program results showed 447 women getting jobs and 69 starting their own business.

Seniors' Issues

The Ontario Seniors' Secretariat (OSS) continued to co-ordinate the implementation of *Ontario's Strategy for Alzheimer Disease and Related Dementias*, in partnership with the Ministry of Health and Long-Term Care.

OSS contracted with the Alzheimer Society of Ontario and the University of Toronto to educate seniors across Ontario about the process of advance care planning, and to train service providers across Ontario on how to respect the rights and wishes of seniors who have done advance care planning.

During 2000-2001, the Round Table for Ontario's Elder Abuse Strategy met several times and convened three working groups; one for each of the Strategy's three priority areas: co-ordination of community services, training for front line staff, and raising public awareness of elder abuse. Over 100 informed stakeholders contributed their advice and suggestions through this process. The Round Table finalized its advice to government, and provided its report to the minister.

In 2000-2001, an important step was taken to protect the health and well being of seniors in retirement homes. The Ontario Residential Care Association (ORCA) was funded to establish the first ever Retirement Home Complaints Response and Information Service. By calling 1-800-361-7254 seniors, their families and retirement home residents can get help to resolve a complaint about any retirement home in Ontario or receive up-to-date information about the full range of service and accommodation options.

In partnership with the Ontario Pharmacists' Association, 21 safe medication use seminars for seniors were held across Ontario. Many more are scheduled for 2001-02.

The Memory Project, undertaken with the Dominion Institute, educates high school students about the tremendous sacrifice veterans made for our freedom. Phase I of the project was completed in 1999. In 2000-2001, Phase II of the project produced an educational resource kit for veterans and teachers and an interactive Web site. www.thememoryproject.com

In partnership with the Royal Canadian Legion and the Ministry of Transportation, a veteran's memorial park on Highway 16, the Veteran's Memorial Highway was opened in the fall of 2000.

Ontario 2000

Throughout 2000, Ontario 2000 co-ordinated province-wide corporate millennium programs that emphasized community involvement and the active participation of everyone in Ontario.

More than 100,000 people visited the TimeShip travelling exhibit developed by the Ontario Science Centre, Science North and the Royal Ontario Museum to explore the many dimensions of time;

The Three Century Club expressed pride in our past by recognizing people who built the present through lives spanning three centuries through the enrolment of 663 of Ontario's most senior citizens. Over 250 babies born on January 1, 2000 and their parents received personalized certificates at Millennium Baby Events hosted by hospitals where the children were born.

Main Street Ontario grants of more than $4.5 million gave 326 local communities the scope to plan and deliver their own exciting millennium activities. An additional $2.5 million in Special Project grants assisted 45 memorable regional or provincial initiatives by not-for-profit organizations and the broader public sector to foster broad participation.

Nearly 500,000 copies of the full-colour Events of the Millennium Arts and Heritage Guide – a brand new cultural events promotional product containing some 1,650 listings from 480 different cultural organizations – were distributed, largely through partnerships with public and private organizations.

Over 100,000 elementary and secondary school students participated in My Ontario, expressing their vision for Ontario's future in essays, poems, drawings and songs.

Key Commitments and Strategies for 2001 - 2002

The following commitments and strategies are designed to support the ministry vision of strong, prosperous and safe communities where the most vulnerable are supported and people and families can enjoy a sense of peace, freedom and economic self-sufficiency.

The ministry's key strategic commitments focus on:

- working within government and with our partners to ensure that the needs of women, seniors, new immigrants and persons with disabilities are recognized and that their contributions are acknowledged;
- encouraging participation and involvement for the safety and continued vitality of Ontario communities;
- promoting and developing self-reliance and leadership among our partners;
- using legislative tools of government to protect human rights;
- using innovative technology and business practices to achieve high-quality customer service to respond to the needs of our partners and the public;
- supporting volunteers and volunteerism and encouraging others to get involved.

Citizenship

The ministry will continue to work toward removing barriers and increasing opportunities for persons with disabilities. We will continue to partner with disability organizations, the business community, municipalities and the broader public sector to raise awareness of the needs of persons with disabilities and to make workplaces and services more accessible. The ministry is developing a Web site to be launched in the fall of 2001. *Paths to Equal Opportunity* will build on the successful *Gateway to Diversity* equal opportunity Web site. Extensive, easy-to-find information, resources and success stories will help businesses and service providers remove barriers to prepare people with disabilities in workplaces and in services such as restaurants, hotels and recreational facilities.

Key Commitments and Strategies for 2001 - 2002 (cont'd)

The Newcomer Settlement program will continue to support community-based delivery of immigrant settlement services through strategic funding and special initiatives that strengthen the settlement sector. The ministry will continue its role of co-ordinating Ontario's discussions with the federal government on immigration-related matters.

We will assist the Ontario Human Rights Commission in continuing to reach its targets to improve customer service and reduce the length of time needed to resolve a complaint. Based on a review of recommendations from the Chair of the Ontario Human Rights Commission, proposed amendments to strengthen the *Ontario Human Rights Code* will be placed before the House.

The ministry will work with communities to help them celebrate 2001 as the International Year of Volunteers (IYV). Funding will be provided to host 47 *Community Volunteer Summits* across the province to promote the important work of volunteers, encourage more Ontarians to volunteer, especially youth, and to provide an opportunity for volunteers, organizations and other local stakeholders to discuss community priorities and strategies.

During IYV, funding for the *Ontario Screening Initiative* will help volunteer community groups better protect children, youth and vulnerable adults in their programs. Partners include the Ontario Sports Alliance, Ontario Community Support Association, Ontario Rural Council and the Catholic, Anglican, United and Unitarian faith communities.

Making IT Work for Volunteers is a partnership between the Ontario government and the Information Technology Association of Canada - Ontario. The program boosts the technological capacity of the voluntary sector. Through mentoring, awards for IT excellence and capacity building workshops, not-for-profit organizations will become better equipped to operate in the electronic world.

Under the expanded *Volunteer Service Awards* program, 39 ceremonies will be held to acknowledge the contributions of volunteers from the social service, agriculture, health, sport and recreation, law and justice and education sectors. More than 6,000 volunteers will be recognized for their contributions. A 50-year volunteer service award pin and special recognition for past recipients of the Outstanding Achievement Award will be added to this year's ceremonies to commemorate IYV.

The *Ontario Volunteer Hall of Fame* will recognize past recipients of Ontario volunteer medals and awards. The Hall of Fame will be a part of the *Volunteer Service Awards* during 2001 and afterwards will be posted on the IYV Ontario Web site (www.iyvontario.on.ca).

Women's Issues

The Ontario Women's Directorate (OWD) has a government-wide leadership role in preventing and responding to violence against women and their children. In order to ensure future successes, we will continue to co-ordinate, monitor and evaluate Ontario's *Violence Against Women Prevention* Initiatives.

As well, we will further our refinement of the performance management system by working closely with our partner ministries. Benchmarks will be established to determine the effectiveness of government funded programs and services for women and their children. Along with other ministries, community and private sector partners, we will work to address and prevent violence against women through innovative approaches, public education and awareness activities.

OWD's commitment to promote young girls' and women's economic independence will be met through grants and partnerships with community organizations that inform girls and women of their career options and assist them to enter the labour force. The expanded *Women in Skilled Trades Initiative* and the new *Information Technology Training Program for Women* will provide women with increased opportunities to work in growth industries where skill shortages exist. Funding of organizations that help women create their own economic opportunities and increase their safety will be continued.

Seniors' Issues

In 2001-2002, the Ontario Seniors' Secretariat (OSS) will continue to work with major seniors' organizations to make seniors more aware of the full range of programs and services to which they may be entitled and help make the public more aware of seniors' concerns and contributions. A variety of public education and awareness initiatives will be undertaken in Seniors' Month and throughout the year. Over eighty safe medication use seminars for seniors will take place, students will continue to be educated about veterans' contributions, and the OSS will produce a guide for seniors about important programs and services that support independent and productive lifestyles.

OSS will continue to co-ordinate the implementation of *Ontario's Strategy for Alzheimer Disease and Related Dementias* in partnership with the Ministry of Health and Long-Term Care.

Key Commitments and Strategies for 2001 - 2002 (cont'd)

In partnership with a wide range of stakeholders, the Secretariat will continue to work towards a strategy to combat elder abuse.

OSS will monitor the progress of the Ontario Residential Care Association's Complaints Response and Information Service, and will survey users after the service's first full year of operation.

Key Performance Measures

Core Business: Citizenship

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Complaints of discrimination are handled more expeditiously by the Ontario Human Rights Commission.	Reduced length of time to resolve a complaint compared to prior years.	The average age of cases at closing will be reduced to 12 months.	Reduce the average time required to resolve a complaint from 16 months to 14 months. Resolve 65 per cent of cases going to mediation through the mediation process

Core Business: Women's Issues

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Increased economic independence for women.	Number of women that find employment through OWD-funded programs.	Benchmarks to be determined.	Provide funding to women's organizations resulting in 400 women gaining jobs though employment / self-employment.

Core Business: Seniors' Issues

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
An effective Complaint Response and Information Service established for Ontario's retirement home clients.	Level of awareness of this new service among retirement home clients.	To be determined after baseline data has been established.	Undertake a survey of retirement home clients after the program's first full year of operation.

2000 – 2001 Ministry Spending by Core Business – Interim Actuals

Ministry of Citizenship

Operating	$78 million (Note 1)
Staff	440 (Note 2)

Citizenship

Operating	$32 million
Staff	188 (Note 2)

Ontario Human Rights Commission
Board of Inquiry

Women's Issues

Operating	$15 million
Staff	29

Seniors' Issues

Operating	$2 million
Staff	10

Regional Services

Operating	$6 million
Staff	85

Ontario 2000 (Note 3)

Operating	$6 million
Staff	8

Ministry Administration (Note 4)

Operating	$17 million
Staff	120

Notes:

1. Expenditures are reported on a PSAB basis. Culture, Sport & Recreation and Ontario Trillium Foundation are being reported by the Ministry of Tourism, Culture & Recreation.
2. Staff numbers include staff from the following Schedule I agency: Ontario Human Rights Commission.
3. Ontario 2000 programs were completed in 2000-01.
4. Provided regional and corporate services support to the former Ministry of Citizenship, Culture and Recreation.

2001-2002 Ministry Approved Allocations by Core Business Plan

Ministry of Citizenship

Operating	$78 million (Note 1)
Staff	480 (Note 2)

Citizenship

Operating	$35 million
Staff	214 (Note 2)

Ontario Human Rights Commission
Board of Inquiry

Women's Issues

Operating	$16 million
Staff	32

Seniors' Issues

Operating	$2 million
Staff	12

Regional Services

Operating	$7 million
Staff	89

Ministry Administration (Note 3)

Operating	$18 million
Staff	133

Notes:

1. Allocations are reported on a PSAB basis.
2. Staff numbers include staff from the following Schedule I agency: Ontario Human Rights Commission.
3. Provides regional and corporate services support to both the Ministry of Citizenship and the Ministry of Tourism, Culture and Recreation.

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Ontario Women's Directorate

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Web Sites

Ministry of Citizenship: www.gov.on.ca/mczcr
Ontario Seniors' Secretariat: www.gov.on.ca/mczcr/seniors
Ontario Women's Directorate: www.gov.on.ca/mczcr/owd

MINISTRY OF COMMUNITY AND SOCIAL SERVICES and CHILDREN'S SECRETARIAT

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. John Baird

As Minister of Community and Social Services and Minister Responsible for Children, I am pleased to present our report of achievements for 2000-2001 and our plan for the coming year. As you will see, we have made many strides forward in the past year, but there is much more to be done.

This government made a strong commitment to a welfare system that helps people get the skills and experience they need to move into jobs. Thousands of welfare recipients across Ontario are taking advantage of opportunities to move from welfare to work. Between June 1995 and April 2001, over 584,000 people left the province's welfare rolls.

We believe our welfare reforms have been a big success. In June of last year we announced that we had created 30,000 Ontario Works placements, more than doubling the number from the year before. This year, we will continue our success by implementing our Five-Point Action Plan to provide: increased placements; more supports for people who face significant barriers to getting a job; mandatory literacy testing and training; advanced training for caseworkers; and mandatory drug treatment to help people overcome an addiction that is a barrier to getting a job.

Since becoming Minister Responsible for Children in February 2001, I have been working to build on the achievements of my predecessor Margaret Marland, Ontario's first Minister Responsible for Children. We commissioned the groundbreaking Mustard-McCain Early Years Study, and began implementing a series of recommendations including demonstration projects, community coordinators and the Early Years Challenge Fund. In May 2001, I was very pleased to announce our Early Years Plan. As part of this plan, our government will spend $30 million to establish Ontario Early Years Centres across the province to support parents and children.

We will also continue to strengthen child protection and build upon other initiatives including autism, infant development and children's mental health.

One of our key priorities is to help more people with developmental disabilities. We will provide $55 million this year, growing to $197 million annually, to enhance services for people with developmental disabilities and to attract more quality caregivers to this important field. We will also invest $67 million over five years to build new places for people with developmental disabilities to live in their *own* communities. For the first time in Ontario's history, this year we will spend more than $1 billion to assist people with developmental disabilities and their families.

The government will not tolerate violence against women and their children. We recently announced funding of $26 million over the next four years to strengthen the shelter system in Ontario. We will build 300 new beds, refurbish another 100 beds and enhance counselling and supports to women and their children in shelters.

I look forward to continuing this important work on behalf of the government.

The Honourable John Baird
Minister of Community and Social Services and Minister Responsible for Children

Ministry of Community and Social Services Vision

An affordable and effective system of community and social services that supports and invests in:

- families and communities, to encourage responsibility and accountability;
- adults, so they can live as independently as possible;
- a services system in which children are safe and people most in need receive support.

We will be guided by the values of personal responsibility, accountability and fairness, as we deliver integrated and client-focused services.

Children's Secretariat Vision

Ontario will provide leadership by supporting parents and communities in raising children and ensuring they reach their full potential. We envision a province where children have a healthy start in life, are safe and secure, and have access to a range of learning activities to strengthen their readiness to learn. We will make this happen by building stronger communities through expanded partnerships and investment that will support parents in their role and give children the opportunity to be the best they can be.

The Children's Secretariat plays a crucial role in the fulfillment of this vision. The Secretariat does this by:

- policy and program development and implementation planning to support healthy child development, strengthen readiness to learn, and support parents in their important role;
- managing key programs including Early Years and Healthy Child Development; Healthy Babies, Healthy Children; and early intervention services for children with severe autism;
- working with families, businesses, charitable and voluntary organizations, Ontario government ministries and other governments to support parents in the healthy development of their children.

Core Businesses

The Ministry of Community and Social Services has three core businesses: income and employment supports; children's services; and, social and community services.

Services are provided to help parents give their children the best possible start in life, and to those who are in need, including: adults; children and youth; and people with physical and developmental disabilities.

Income and Employment Supports

The ministry provides income and employment supports to Ontario residents who are most in need. This enables individuals and families to live as independently as possible within the community.

Ontario Works, the government's work-for-welfare program, provides financial and employment assistance to single people, couples with and without children, and sole support parents. Mandatory participation in Ontario Works workfare, earnfare and learnfare activities assists people in moving as quickly as possible to a job.

The Ontario Disability Support Program provides income support for people with disabilities and ongoing employment supports for people with disabilities who can and want to work.

Children's Services

The ministry provides funding for child welfare, custody and rehabilitation of young offenders aged 12 to 15, family intervention services, children's community support services, children's mental health services, and child care. These services protect children from abuse and neglect; provide temporary or permanent guardianship for children separated from their families; place children for adoption; provide prevention and early intervention supports; and provide counselling and treatment for children with emotional or behavioural problems and mental disorders. Services include Intensive Behavioural Intervention for children with autism; services and supports to children with special needs; and other supports to children and youth at high risk.

Children's Secretariat

The Children's Secretariat promotes the healthy growth and development of Ontario's young children and works with other government ministries and agencies to develop a unified approach to the provision of services for children. Through policy and program development and implementation, the Children's Secretariat supports healthy infant and child development, strengthens readiness to learn, and supports parents in their important role. Through the Early Years Challenge Fund and other initiatives, the Children's Secretariat seeks support from the private, charitable and voluntary sectors to foster public and private partnerships to increase community-based services and supports for children and families.

The Children's Secretariat generates public awareness of services and supports available to children. The Minister Responsible for Children plays a key role as the government advocate, advisor and 'voice' for Ontario's children. The Children's Secretariat helps parents, communities, professionals serving children and other sectors learn about the importance of investing in children's early years, and of the resources available to them.

Social and Community Services

The ministry works to ensure that effective and accountable social and community services are directed to those most in need, while reinvesting in more prevention and early intervention services.

Developmental Disabilities

The ministry provides funding for a range of services and supports for children and adults with developmental disabilities. Services are delivered largely through community-based agencies that provide supports to help adults live independently, to help families care for adults and children at home, and to help people contribute to and participate in their communities. The province operates three facilities that provide supervised living and day programs for adults with developmental disabilities. The province remains committed to expanding opportunities for community living.

Community Services

Community services focus on adults who are disadvantaged in society due to victimization or sensory impairments. The ministry provides funding for residential and non-residential community services for victims of domestic violence and their children, people with disabilities, and people who are deaf, hard-of-hearing or deaf and blind. These services support people to live as independently as possible in their own community.

Annual Report on Key Achievements for 2000 - 2001

Reforming social assistance

Since June 1995, the government has been working to restore integrity and credibility to the province's welfare system through fundamental reform. Between June 1995 and April 2001, over 584,000 people left the province's welfare rolls. Since 1995, welfare reforms have saved taxpayers more than $8.2 billion through initiatives such as tighter eligibility criteria, enhanced fraud control, and Ontario Works work-for-welfare requirements and opportunities.

The average monthly caseload for Ontario Works in 2000-2001 was 17.8 per cent lower than the average monthly caseload in 1999-2000. The number of participants in Ontario Works placements more than doubled between June of 1999 and June of 2000. Placement participants gained work experience, job skills, improved confidence and up-to-date references.

The ministry also met the *Blueprint* commitment to introduce a zero-tolerance policy for welfare fraud. Anyone convicted of social assistance fraud for an offence committed, in whole or in part, on or after April 1, 2000 will be permanently ineligible for welfare.

In 2000-2001, the government continued to develop plans to meet other social assistance *Blueprint* commitments: training caseworkers to help them focus on helping people get back to work, and introducing mandatory literacy training and drug treatment programs.

Through the government's initiatives to prevent fraud, abuse and misuse of the welfare system, the ministry has continued to protect the system for people who truly need help and to restore its integrity with taxpayers. A report released in November 2000 showed that in 1999-2000, assistance was reduced or terminated in 15,680 welfare cases due to fraud or misuse of the system. In 1999-2000, investigators uncovered $46 million in welfare payments that people were not entitled to receive and avoided $20 million in future costs.

The government's welfare fraud initiatives include a welfare fraud hotline (1-800-394-7867); the zero-tolerance policy for welfare fraud; information-sharing agreements with other ministries and other jurisdictions; and specialized staff to conduct eligibility investigations.

In 2000-2001, the ministry conducted a rigorous review of social assistance files in provincial and municipal offices, examining more than 100,000 social assistance cases using a new consolidated verification process to ensure the right people receive the right amount of assistance.

Annual Report on Key Achievements for 2000-2001 (cont'd)

The ministry implemented a new application process for social assistance in 2000-2001, to provide better customer service consistently across the province. The new process has two steps: telephone screening to assess an applicant's financial eligibility, and a face-to-face interview to verify eligibility. For Ontario Works, the first step of the process is conducted by seven municipally-operated call centres across Ontario. The second step takes place at the applicant's local welfare office. For the Ontario Disability Support Program (ODSP), both steps are conducted at the ODSP office.

Interactive Voice Response (IVR) has been implemented in all social assistance offices. This is a major improvement in customer service. It gives participants immediate access to information such as their case status and payment information. Interactive Voice Response has also provided case workers with more time to assist participants in moving from welfare to work.

Municipalities province-wide continued to deliver Learning, Earning and Parenting (LEAP) supports to 16- and 17-year-old parents receiving financial assistance through Ontario Works. Child care subsidies, parenting courses, post-secondary bursaries and counselling supports assist teen parents with their education and help their children avoid a lifetime of welfare dependency.

Ontario Works delivery agents continued to provide a full range of child care supports and to ensure the integration of participation planning and child care support planning so that people can take the steps they need to achieve self-reliance and employment.

The Ontario Disability Support Program continued to provide income supports and employment supports to people with disabilities. Employment supports provide people with disabilities who can and want to work with more choices and a range of supports to assist them in reaching their goal of becoming self-sufficient.

Regional Offices have been working with local planning groups and communities to continue to develop and create innovative approaches to enhance job opportunities for people with disabilities.

Protecting children and supporting their healthy development

On March 31, 2000, the *Child and Family Services Amendment Act* became law in Ontario, the most significant change to Ontario's child protection laws in over a decade. This Act provides stronger tools for the courts, professionals and front-line workers to ensure that the best interests of children always come first.

Annual Report on Key Achievements for 2000-2001 (cont'd)

In February 2001, the government invested an additional $123 million to protect children from abuse and neglect. The funding helps children's aid societies respond to increased service demands resulting from greater public awareness of child abuse and neglect, and the strengthening of the *Child and Family Services Act.* This funding increase brings total spending in this area to over $775 million a year -- an increase of 115 per cent over five years.

The Children's Secretariat launched the Early Years Challenge Fund in December 2000. This fund is a unique program that brings together government, business and community groups to invest in more services and programs for parents and their children. The Early Years Challenge Fund is supporting communities throughout the province to enhance local early years opportunities for all of Ontario's parents and their children.

In September 2000, the Children's Secretariat announced the government's investment of $6 million over two years to recruit and hire Early Years Community Coordinators. Funding for the new Community Coordinators is administered by the province's boards of health. Community Coordinators look at existing services for children and parents to see where communities can enhance early years supports, and help develop community proposals to the Challenge Fund. There will also be Coordinators appointed for both the Francophone and Aboriginal communities.

In September 2000, the ministry announced an additional $10 million for children's out-of-home respite care. As a result, as many as 4,000 families of children with multiple special needs will benefit from out-of-home respite services.

The ministry continued to move forward with the government's plan to address critical service areas in children's mental health. With last year's announcement of a $20 million, four-point plan to address critical service areas in children's mental health, spending on children's mental health has increased to a total of $296 million annually in 2000-2001.

Funding for early intervention services for children with severe autism grew to $19 million annually in 2000-2001. This investment builds on existing programs by providing individual treatment plans; Intensive Behavioural Intervention for children aged five and younger; and training for families and professionals to identify autistic children earlier and to develop skills in providing therapy.

In December 2000, the ministry successfully completed its transfer of young offender facilities to community-based providers. These community agencies have a track record of providing effective services. Through monitoring and enforcement of safety and security standards for young offender programs, the ministry will hold service providers accountable for service delivery expectations and the use of public funds.

Providing supports for people with disabilities and vulnerable adults to participate in community life and live as independently as possible

The ministry continued to focus on providing services and supports to people with developmental disabilities.

In May 2000, the Ministry of Community and Social Services announced $50 million in additional funding to help people with developmental disabilities live in their own communities. This included $30 million in new services and supports for over 2,800 individuals and families throughout the province and day program options for individuals with developmental disabilities who are over 21 years old and leaving the education system. The funding also included an $8 million increase in permanent funding for services that have been managed on a year-to-year basis and one-time funding of $6 million to meet revised Ontario Fire Code regulations in ministry-funded group homes. An additional $6.1 million growing to $15.2 million annually was also allocated to provide developmental services agencies with more flexibility to deal with the management of human resources, including wages.

As well, three directly-operated facilities continued to provide services and supports to approximately 1,100 people with developmental disabilities: Rideau Regional Centre, Southwestern Regional Centre, and Huronia Regional Centre. In line with the ministry's commitment to community living, no new residents are being admitted to these facilities.

In December 2000, the government announced more than $26 million to increase funding for homeless shelters and to provide other initiatives designed to get more people the help they need. The initiatives included increases to the maximum per diem for emergency shelters and domiciliary hostels, and a new Off the Street, Into Shelter Fund to be used by municipalities for street patrols to help people into shelter.

As well as the new homelessness initiatives, the Ministry of Community and Social Services continued to work with other ministries in implementing ongoing support to municipalities through the Provincial Homelessness Strategy.

The Ministry of Community and Social Services provided more than $10 million through the Provincial Homelessness Initiatives Fund to municipalities in 2000-2001 for innovative projects providing direct services to homeless people or those at risk of becoming homeless.

Annual Report on Key Achievements for 2000-2001 (cont'd)

In September 2000, the ministry announced details of $10 million in annual funding to enhance supports for abused women and their children, as announced in the 2000 Ontario Budget. One year after making that financial commitment, this funding is supporting 137 groups across Ontario to deliver counselling services to children who witness violence against women. We also have 119 transitional support workers providing support to women who have fled abusive partners.

Providing efficient, effective service delivery to individuals and families through sound business practices, improved policy capacity and effective service system management

Customer service was improved through the social assistance Service Delivery Model developed by the Business Transformation Project. This included the introduction of the new intake process through seven municipally-operated call centres across the province. We also introduced an interactive voice response system which allows social assistance recipients to find out the status of their case and payment information immediately.

The ministry continued to place special emphasis on customer service through the implementation and monitoring of common service standards for response to customer inquiries.

Key Commitments and Strategies for 2001 – 2002

We will build upon the success of social assistance reform through new initiatives to help people achieve self-reliance

In May 2001, MCSS announced a five-point action plan designed to make Ontario Works more responsive to the needs of welfare recipients. This plan will fulfill the *Blueprint* commitment to help tear down the barriers to employment for recipients and get more people earning and learning their way to new jobs. The five-point plan includes:

- Following through on the government's commitment to double placements to provide more people with the opportunity to get the job-related experience they need to find and keep a job.
- Providing additional supports for people on welfare who face significant barriers to getting a job.
- Mandatory literacy testing and training to help non-learning disabled people on welfare who can't read and write break through the literacy barrier and get ready to work.
- Advanced training to give caseworkers the skills they need to better help people facing barriers to employment take the steps they need to move from welfare to work.
- Mandatory drug treatment to help people overcome an addiction that is a barrier to getting a job.

In 2001-2002, the ministry will increase municipal placement targets from 22.5 per cent to 30 per cent of Ontario Works participants with mandatory requirements. This will fulfill the 1999 commitment to double placements and will be accomplished through a number of work-for-welfare initiatives to assist municipalities in achieving their placement targets.

We continue to be committed to providing employment supports to people with disabilities to help them prepare for, obtain or maintain competitive employment. Under the Ontario Disability Support Program, a range of supports and services are available for individuals to help them find and keep a job. Seventy per cent of individuals participating in employment supports will successfully complete their individualized employment plans this year.

Some 16,000 sponsored immigrants are on Ontario's welfare rolls because their federally-approved sponsors no longer support them. The ministry is continuing to pursue the federal government to assume financial responsibility for sponsored immigrants whose federally-approved sponsors have failed to live up to their sponsorship obligations.

We will continue to reform the social assistance system to increase efficiency and protect it for those truly in need

The ministry will continue its crackdown on fraud and misuse of the social assistance system in 2001-2002. We will continue to implement our new zero tolerance policy, which came into effect April 1, 2000, for those caught cheating the system. Those convicted in court of social assistance fraud, committed in whole or in part on or after April 1, 2000, will be permanently ineligible for future benefits.

The ministry is continuing its rigorous review of social assistance files in provincial and municipal offices using the consolidated verification process to ensure eligibility and accurate payments.

Full implementation of the Service Delivery Model by January 2002 will result in more effective and efficient delivery of Ontario Works and the Ontario Disability Support Program. In 2001-2002, the ministry makes a specific commitment that 80 per cent of all calls from social assistance applicants to call centres will be answered within 60 seconds.

We will work to support children's healthy development

As noted in the 2001 Ontario Budget, this government is building on current initiatives and existing partnerships by investing $114 million in its Early Years Plan. Ontario's Early Years Plan will enhance programs and services to benefit all parents with children aged zero to six. Highlights of the plan include a $30 million commitment to establish Ontario Early Years Centres across the province.

Ontario's Early Years Centres will support parents in their important role and be a place where they can get information about services and connect to other programs in their communities. Accessible to all children and families, the Ontario Early Years Centres will serve as a focal point for integrating children's services in communities, allowing different groups and agencies to come together and work with parents to support their children.

In addition to the centres, the Early Years Plan includes additional investments in targeted and universal early years programs. Programs will range from building on current autism, infant development and children's mental health initiatives, to expanding the Learning, Earning and Parenting program.

The Children's Secretariat will continue to implement the Early Years Challenge Fund. The government will provide the leadership necessary to bring together business, community groups and other levels of government to invest in more services and programs for Ontario's parents and their children.

Key Commitments and Strategies for 2001 – 2002 (cont'd)

In the Budget, the government committed an additional $8 million annually to children's aid societies to protect children from abuse and neglect. This is in addition to the increase of $123 million announced in February 2001.

The ministry will continue to take a step-by-step approach to improve Ontario's child protection system through its child welfare reform initiatives. These initiatives better enable the child protection system to keep children safe from abuse and neglect through the use of the mandatory risk assessment model, tough new standards for all child protection cases, a new database to track high-risk children across the province, additional training for child protection staff, and a funding framework that reflects actual caseloads.

As part of child welfare reform, the government committed to revitalizing the foster care system so that it would be strengthened and more foster families could be recruited. We have partnered with the Children's Aid Foundation to launch a provincial strategy for foster care recruitment with a target of a 20 per cent increase in the number of foster homes in the province. As well, the ministry will provide training to foster families, with standardized information provided across the province.

The Ministry of Community and Social Services continues to implement the four-point plan for children's mental health services. This includes funding for intensive child and family services, mobile crisis response, telepsychiatry, and common tools for measuring what children need.

Funding for early intervention services for children with severe autism has grown by $20 million, to $39 million annually in 2001-2002. This investment builds on existing programs by providing individual treatment plans; Intensive Behavioural Intervention for children aged five and younger; and training for families and professionals to identify autistic children earlier and to develop skills in providing therapy.

As well, the ministry is investing $4.5 million annually to provide over 135,000 school children with a nutritious meal every school day through our partnership with the Canadian Living Foundation.

We recognize today's families face many pressures and we know that child care is one of them. To help parents, the government will provide over $700 million, including the Ontario Child Care Supplement for Working Families. The government will also provide $5 million for Better Beginnings, Better Futures, to promote positive child development to over 5,000 children and their families.

The ministry will continue to ensure that provincial child care policies and practices support municipal management and delivery of child care services.

Key Commitments and Strategies for 2001 – 2002 (cont'd)

Ontario's Promise, the Partnership for Children and Youth, is a government-led non-partisan initiative to engage and mobilize all sectors of society to support children and youth to reach their full potential. It builds upon the province's long tradition of volunteer spirit and community service by promoting a shared responsibility.

In young offender programs, the ministry will monitor and enforce security standards to hold service providers accountable for meeting service delivery expectations and the use of public funds.

We will provide supports for people with disabilities and vulnerable adults to participate in community life and live as independently as possible

The ministry is committed to ensuring that vulnerable adults receive the assistance necessary to support independence and to strengthen families and communities. A range of programs and initiatives support this goal.

As announced in the 2001 Ontario Budget, the government will provide $55 million in 2001-2002, growing to $197 million annually, to enhance services and supports for people with developmental disabilities and attract more quality caregivers. We will also invest $67 million over five years to build new places for people with developmental disabilities to live within their own community. This year we will spend more than $1 billion to assist people with developmental disabilities and their families.

The ministry will continue to implement the Employment Supports component of the Ontario Disability Support Program through the provision of a range of supports and services to help people with disabilities look for, obtain and keep a job.

As announced in the 2001 Ontario Budget, the government will provide $26 million over the next four years to improve the safety and security of abused women in crisis and their children by adding 300 beds in shelters and refurbishing another 100 beds. The government will also provide $3 million this year, growing to $9 million annually, for counselling, telephone crisis services and other supports.

The ministry will continue to work with other ministries and levels of government to address the issue of homelessness. MCSS has made a substantial commitment, increasing the emergency hostel per diem by 10 per cent, introducing the Off the Street, Into Shelter Fund which provides municipalities with money to help people into shelter, and through a range of other programs within the Provincial Homelessness Strategy.

Key Commitments and Strategies for 2001 – 2002 (cont'd)

We will provide efficient, effective service delivery to individuals and families through sound business practices, improved policy capacity and effective service system management

The ministry will continue to strengthen governance and accountability in the transfer payment and municipal sectors. Full implementation of the ministry's Governance and Accountability Framework will result in clearer accountability for the use of public funds and improved business practices for the ministry and service providers.

In April 2001, the Family Responsibility Office (FRO) moved to the Ministry of Community and Social Services from the Ministry of the Attorney General. This transfer was an administrative change in reporting relationships and is consistent with the government's priority of providing effective services to children and families. The FRO enforces child and spousal support payments to help ensure that support gets paid on a regular basis. The government is committed to making sure that the FRO has the tools necessary to collect support owed to families and children.

Key Performance Measures 2001-02

Core Business: Income and Employment Supports

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Recipients of Ontario Works return to work and achieve self-reliance.	% of Ontario Works participants with mandatory requirements who take advantage of placement opportunities.	Placement opportunities for Ontario Works participants double by March 2002 (from 15% in 2000).	30% of participants with mandatory requirements take advantage of a placement opportunity.
	Number of people receiving social assistance (Ontario Works) is reduced.	Continue to increase self-reliance by reducing welfare dependency by 5% in 2001-02.	Ontario Works caseload is decreased by 5%.
People with disabilities are supported to participate as fully as possible in community life.	% of individuals participating in Ontario Disability Support Program (ODSP) employment supports who complete their individualized employment plan.	85% of individuals participating in employment supports successfully complete their employment plans by March 2003.	70% of individuals participating in ODSP employment supports successfully complete their employment plans by March 2002.
Social assistance goes to those who are most in need through sound business practices.	Response time for answering telephone calls to Call Centres from social assistance recipients.	80% of all calls from social assistance applicants to Call Centres are answered within 60 seconds.	80% of all calls from social assistance applicants to Call Centres are answered within 60 seconds.
	Frequency of social assistance recipients using Interactive Voice Response (IVR).	Average number of inquiries per social assistance case per month.	Develop standard/target in 2001-02 once actual data collected.
Ensure the right people receive the right amount of social assistance.	Number of Ontario Works (OW) and Ontario Disability Support Program (ODSP) cases with adjustments, including cancellations of financial assistance for ineligible persons and assistance amounts reduced or increased.	Review 6% of Ontario Works cases per month, on a priority basis, according to level of risk. Review 4% of ODSP cases per month, on a priority basis.	Review 6% of Ontario Works cases per month, on a priority basis, according to level of risk. Review 4% ODSP cases per month, on a priority basis.

Core Business: Children's Services

Goals/Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
Increased safety and protection of children.	Results of monitoring key outcome indicators.	The integration of available key outcome indicators data and reports generated by existing CAS databases.	Information on the 10 key outcome indicators will be collected and integrated into existing data bases.
Outcomes for children are improved through prevention and early intervention initiatives.	Increase access to appropriate services for children for families with children prenatal to six years.	100% of live births screened in the postpartum period for risk factors related to child development. 100% of families referred to Healthy Babies Healthy Children and who require additional supports are referred to community-based services by Healthy Babies Healthy Children. 100% of eligible families will be offered Healthy Babies Healthy Children home visiting services.	100% of live births screened in the postpartum period for risk factors related to child development. 75% of families, referred to Healthy Babies, Healthy Children and who require supports, are referred to community-based services by Healthy Babies Healthy Children. 100% (10,000) of eligible families receive Healthy Babies, Healthy Children home visiting services.
Increase community capacity to support children's early development.	Enhancements to targeted and universal programs for early years along with beginning the establishment of a system of Ontario Early Years Centres across the province.	$114 million will be invested to increase community capacity to support the early years.	Implement the province-wide early years plan. Implement the province-wide, community, Aboriginal and Francophone Challenge Fund streams. Ensure involvement of business, voluntary and charitable sectors in early years initiatives in all communities of the province.
Government direction on children's early years is guided by best practice knowledge and research.	All new Children's Secretariat policies and programs/initiatives for children's early years are based on best practice knowledge and research.	100 % of new Children's Secretariat's policies and programs/initiatives are based on best practice knowledge and research.	The independent evaluation of the Early Years Demonstration Projects will be completed September, 2001. All new Children's Secretariat policies will incorporate the Early Years Study vision and lessons learned from the Demonstration Projects.

Core Business: Social and Community Services

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
People with developmental disabilities are supported to participate as fully as possible in community life.	% of agencies that provide opportunities for enhanced quality of life.	Identify quality of life indicators and activate assessment tool to gather province-wide baseline data in 2001-2002.	Provincial implementation to collect baseline data in 2001-2002.
Family Responsibility Office enforces support orders to ensure support payors meet their obligations.	Case compliance rate.	Annual average of 71% of cases in full or partial compliance.	71% or higher compliance rate to be met at least 6 months during the year.

2000 - 2001 Ministry Spending by Core Business – Interim Actuals*

Ministry of Community and Social Services

Operating	$7,638 million
Capital	$14 million
	5,970 staff

Core Business:
Income and Employment Supports

Operating	$4,614 million
Capital	$0 million
	2,005 staff

Ontario Works
Ontario Disability Support Program

Core Business:
Social and Community Services

Operating	$1,139 million
Capital	$4 million
	2,300 staff

Developmental Services
Community Services

Core Business:
Children's Services

Operating	$1,856 million
Capital	$10 million
	1,380 staff

Child Protection
Services for Children with Special Needs
Children's Secretariat
Early Years and Healthy Child Development
Child Care
Early Years Challenge Fund
Young Offenders

Ministry Administration

Operating	$29 million
Capital	$0 million
	285 staff

Note: Staff numbers are shown as full-time equivalents.
*PSAB based

2001-2002 Ministry Approved Allocations by Core Business-Plan*

Ministry of Community and Social Services

Operating	$7,756 million
Capital	$38 million
	6,255 staff

Core Business:
Income and Employment Supports

Operating	$4,563 million
Capital	$0 million
	2,315 staff

Ontario Works
Ontario Disability Support Program

Core Business:
Social and Community Services

Operating	$1,233 million
Capital	$23 million
	2,295 staff

Developmental Services
Community Services

Core Business:
Children's Services

Operating	$1,933 million
Capital	$15 million
	1,355 staff

Child Protection
Services for Children with Special Needs
Children's Secretariat
Early Years and Healthy Child Development
Child Care
Early Years Challenge Fund
Young Offenders

Ministry Administration

Operating	$27 million
Capital	$0 million
	290 staff

Note: Staff numbers are shown as full-time equivalents.
*PSAB based.

Who to call

Questions or comments about the ministry's business plan are welcome. Visit our web site at http://www.gov.on.ca/CSS, e-mail us at webcss@gov.on.ca, or call our general inquiry line at 416-325-5666. You may also address your questions to one of the following:

Income and Employment Supports	
Ontario Works	Marni Campbell (416) 326-6879 Fax: (416) 326-9777 E-mail: marni.campbell@css.gov.on.ca
Ontario Disability Support Program	Peter Amenta (416) 326-8815 Fax: (416) 326-1735 E-mail: peter.amenta@css.gov.on.ca
Children's Services **Children's Secretariat**	Cynthia Lees (416) 327-4864 Fax: (416) 325-5349 E-mail: cynthia.lees@css.gov.on.ca
Ontario's Promise	Karen Chan (416) 325-4699 Fax: (416) 326-3140 E-mail: karen.chan@css.gov.on.ca
Social and Community Services	
Developmental Services	Myra Wiener (416) 325-5826 Fax: (416) 325-5554 E-mail: myra.wiener@css.gov.on.ca
Community Services	Minnie de Jong (416) 326-3686 Fax: (416) 325-8865 E-mail: minnie.dejong@css.gov.on.ca

MINISTRY OF CONSUMER AND BUSINESS SERVICES

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Norm W. Sterling

The Ministry of Consumer and Business Services (MCBS) is delivering on the government's commitment for a state-of-the-art "e-government" agenda that will provide people and businesses with quicker service, simpler transactions and greater choice in when, where and how they deal with government.

MCBS is becoming a leader in implementation of customer service improvement and expansion of electronic government. I can highlight only a few of our accomplishments here, but we are delivering on a new attitude in customer service. We were the first jurisdiction in the world to provide electronic land registration. Business can now incorporate online and personal property registrations and searches are being done electronically.

A new e-Laws web site has been established that vastly improves access to provincial laws. This site, with its user-friendly search engine, lets people navigate through recently published provincial laws without needing to know any legal terminology.

Ontario Business Connects continues to expand its online services. It now takes only minutes to do common transactions, such as registrations and renewals that used to take up to 12 weeks.

We've also launched the Ontario Vital Statistics Improvement Project, which will update and streamline the registration system for births and deaths, and the way people -- who are entitled to have this information -- can access it. Under the new system it will take just days, or even hours, instead of about two months to register a vital event.

We have had great success in our efforts to gain access to the European Union for our Ontario Icewine. This move will continue to promote economic growth in Ontario's wine industry, which currently employs 5,000 people in the province.

Preparing for the new economy was one of the cornerstones of the 2001 Throne Speech. The government will make Ontario the preferred jurisdiction for those seeking to do business in the digital economy. Supporting that promise, MCBS intends to introduce privacy legislation which, if passed, would protect individuals and create greater public confidence in using online services, which in turn will help propel this province to the forefront of the information economy.

We also plan to introduce modern consumer protection laws which would, if passed, make Ontario a trusted destination for electronic consumer spending.

The agenda is very ambitious but I am committed to building on our accomplishments and paving the way for the increasing demands of a seven-day-a-week, 24-hour working world that has become the reality of our 21-st century society.

Norman W. Sterling
Minister of Consumer and Business Services

Ministry Vision

MCBS' vision is to be a responsive, innovative world leader in customer service and consumer protection by delivering quality products for a fair, safe, dynamic and informed Ontario marketplace.

The ministry's mission is to:

- Provide for high standards of consumer protection, public safety and business practices;
- Support business growth and the investment climate in an environmentally sustainable way;
- Provide services that are relevant to, and in keeping with, the evolving marketplace;
- Facilitate the provision of consumer information and education; and,
- Respond to the public's need for efficient services that give value-for-money.

Core Businesses

1) Integrated Service Delivery

On behalf of the Ontario government, MCBS will provide individuals and businesses with greater choice in how, when and where they access government services and products. The Integrated Service Delivery Division will develop and implement an adaptive, cost effective, consumer-centred multi-channel service delivery system to provide individuals, businesses and other organizations with choice in how to access government information, services and products in a way that is seamless and speedy.

MCBS is responsible for a number of customer service functions previously located in other ministries. With the consolidation of these services into this ministry, MCBS is able to provide "one-window" access to government-wide information and programs. This has resulted in an improved service delivery system that will be convenient, accessible and make sense to the public.

These services include:

- Publications Ontario, which distributes government publications to the public and provides online access to government information, products and services.
- Access and Inquiry Services, which provides walk-in, telephone and e-mail government information services to the general public. Further, the Blue Pages initiative is being implemented in partnership with Bell Canada and federal and municipal governments to make the Blue Pages in local telephone directories easier to use.
- The 57 Government Information Centres (GICs) which provide convenient access to information and quick referral to the right specialist. The services offered by the GICs include access terminals for provincial government information and standardized packages of services and information.

2) Consumer Protection, Public Safety and Business Standards

MCBS oversees a system of regulation and enforcement that builds consumer confidence and encourages the growth of legitimate businesses. MCBS and its delegated Administrative Authorities[*] oversee legislation to protect consumers and regulate real estate, travel, motor vehicle dealers, elevators, amusement devices, fuel safety and electrical safety. The Ontario Film Review Board provides consumers with information to make viewing choices by classifying films and videos. MCBS is also responsible for the Ontario Board of Funeral Services and the Ontario New Home Warranty Program.

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[*] MCBS has delegated, industry-led not-for-profit corporations that administer designated provincial laws. These are: Ontario Motor Vehicle Industry Council, Travel Industry Council of Ontario, Real Estate Council of Ontario, Technical Standards and Safety Authority, the Electrical Safety Authority and the Vintners Quality Alliance of Ontario.

3) Alcohol and Gaming Management

MCBS maintains control of the gaming and beverage alcohol sectors through its regulatory agencies – the Ontario Racing Commission (ORC) and the Alcohol and Gaming Commission of Ontario (AGCO). The AGCO licenses and regulates casinos, charitable gaming activities and gaming service suppliers and operators. It also regulates the sale and service of beverage alcohol in public places. The ORC ensures the integrity of horse racing through regulatory controls and standards-setting. On December 15, 2000, ORC was converted from a crown corporation, funded by the Consolidated Revenue Fund, to a self-financing crown corporation. Conversion of the Ontario Racing Commission into a self-financing agency will increase the ORC's financial flexibility and its ability to respond quickly to the expanding industry. The racing industry was in support of this initiative.

Note: While the Liquor Control Board of Ontario (LCBO) reports to the Minister of Consumer and Business Services, its budget is not part of the ministry's operational budget. The LCBO is an enterprise agency responsible for the retail and distribution of beverage alcohol.

4) Registration

MCBS plays an essential role in Ontario's economy by providing the basic legal framework for many commercial activities in the province. The ministry is simplifying and streamlining business client access through the implementation of service delivery improvements. Some services are provided directly by the ministry and others through public-private sector partnerships. Services involve registering and maintaining accurate public records and providing public access to commercial data on real property, personal property registration and companies, including both businesses and not-for-profit entities.

The modernization of land registration in the province through automation and the development of the world's first remote electronic system of land-related documents demonstrates the ministry's comitment to improving service delivery through electronic channels.

MCBS registers and maintains accurate information on births, adoptions, marriages, deaths and legal name changes. The quality and timeliness of Ontario's vital statistics are of national significance as vital events occurring in Ontario constitute approximately 40 per cent of all vital events occuring in Canada.

Annual Report on Key Achievements for 2000-2001

MCBS continues to deliver high quality government services and information for businesses and consumers, a role that has grown significantly during the past year as the ServiceOntario project, Publications Ontario, Access and Inquiry Services and Government Information Centres have been integrated into the ministry.

MCBS has paved the way for new service delivery alternatives by being the first jurisdiction in the world to provide electronic land registration. This system will ultimately have more integrity and be more accurate, reliable, convenient, and consumer friendly than the traditional paper-based system. It will benefit both business and the public by increasing efficiency in land registration.

Integrated Service Delivery

The government has designated MCBS as the lead ministry in providing individuals and businesses with greater choice in how, when and where they access government services and products. The ministry is developing strategies to improve access to government information and offer routine transaction processing through integrated delivery of electronic, over-the-counter, mail and telephone services.

MCBS is working with client ministries and other jurisdictions to identify and develop new opportunities for integrated service delivery of government information and services to individuals, businesses and other organizations.

A Request for Proposal (RFP) for electronic service delivery to individuals was released in November. The RFP will result in the creation of three new service channels (Internet, call centre, public access terminals) for processing routine transactions for individuals.

In the last year, MCBS coordinated a number of early service improvements in conjunction with partner ministries. These have included:

- the introduction of an Internet Services Gateway. The Gateway allows users to notify of a change of address for driver and vehicle licences and Outdoors Cards online. People can also renew their Outdoors Cards and order Used Vehicle Information Packages and licence plate stickers for their vehicles.
- improvements to Ontario Business Connects services,
- the redesign of the Blue Pages,

- the introduction of a revolutionary new e-Laws Web site that makes laws accessible to people within days of their enactment and in simple non-legal language, and
- businesses can now file their annual corporate information returns and Articles of Incorporation electronically with MCBS. Ontario was presented with an award for Electronic Incorporation at the 2001 conference of the International Association of Corporation Administrators.

The protection of personal privacy is a top priority and is integral in the development and launch of electronic service delivery. It is MCBS' commitment to be the benchmark for "best practices" in privacy protection processes within both the public and private sectors.

Consumer Protection

MCBS launched a series of province-wide consultations intended to provide Ontarians with comprehensive and up-to-date consumer protection laws as well as to advance industry specific solutions in the areas of motor vehicle dealers, travel sales and real estate. The proposed reforms will better position both consumers and businesses in the new digital economy. The *Consumer Protection for the 21st Century* consultation paper proposals are now being reviewed with a goal of introducing new comprehensive consumer protection legislation in the fall of 2001, which would, if passed, strengthen consumer protection.

In addition to these consumer protection reforms, MCBS developed and distributed a wide range of consumer education products to help consumers be smart shoppers in the marketplace, including the Fraud-Free 2001 Calendar to help seniors avoid fraud.

MCBS has also worked with its Strategic Partnership members, which included law enforcement to shut down telemarketing "boiler rooms". Approximately $700,000 (Canadian) has been seized for return to consumers so far. Approximately 36 "boiler rooms" in Toronto have been shut down and 61 charges have been laid. The Strategic Partnership will receive the Consumer Agency Achievement Award in June 2001 from the National Association of Consumer Agency Administrators (NACAA).

Partnership in Consumer Protection and Public Safety

Ontario's new *Condominium Act* will improve protection for buyers and owners of condominiums, provide new powers for boards of directors and enable new kinds of condominium development. This *Act* and its regulations were developed after extensive consultations with many stakeholders, including associations for condominiums corporations, unit-owners and professionals, condominium managers, developers, planners, land surveyors, engineers and architects. Most of the new *Condominium Act* has been proclaimed.

Earlier this year, the *Arthur Wishart Act (Franchise Disclosure)* became law. The legislation provides a level playing field for franchisors by setting out disclosure requirements, and is also a benefit to potential franchisees. Franchising in Ontario is an enterprise involving billions of dollars in investment. A strong, competitive franchise sector helps create jobs, benefits consumers and promotes a fair, safe marketplace.

Last fall, the *Technical Standards and Safety Act* received Royal Assent in the Legislature. The Act, when it is proclaimed, would help protect the safety of Ontarians. This legislation consolidates seven laws into one and allows the regulatory framework to respond to the swift introduction of new technologies and products, which can increase and enhance public safety.

Land Registration

MCBS, which successfully completed a pilot program introducing electronic land registration services in Middlesex County, has now expanded the service to include all of Ontario beginning with online land registration in the counties of Halton, Wentworth, Peel, Dufferin and York. Approximately 70,000 electronic documents have now been registered as of May 2001.

Electronic land registration is available at six Land Registry Offices and it is being very well received. In Middlesex, Hamilton and Milton about 95 per cent of all the transactions are done online and the acceptance rate in the newer locations is already at about 25 per cent.

Encouraging Economic Development and Job Creation

The *Vintners Quality Alliance Act* was proclaimed in June 2000. This established a regulated appellation system in Ontario. Provincial standards are now comparable to France, Germany, Italy and other major wine regions in the world.

The proclamation of this new legislation was an important milestone. In March, Ontario's campaign to open Icewine market access in the European Union (EU) was successful. Access to the European market could potentially mean millions over the next several years to the province's wine industry, which currently exports only $300,000 worth of wine to the EU. This is a positive first step in the development of comprehensive wine discussions between Canada and the EU. This move will build economic growth in Ontario's wine industry, which currently employs 5,000 people in the province.

The *Wine Content and Labelling Act 2000* establishes minimum domestic grape content in wine manufactured in Ontario and enables the ministry to adopt labelling requirements for non-VQA wines.

Customer Service Improvements

MCBS has made improving customer service a cornerstone of the ministry.

Same-day over-the-counter service for birth, marriage and death certificates is now available at 14 Land Registry Offices. The Ontario Registrar General's Thunder Bay office can process the same day requests received before noon for proofs of births, deaths and marriages.

MCBS is earning praise from our customers through the ministry's service satisfaction surveys. A number of our programs (Ontario Business Connects, Government Information Centres, Publications Ontario and its call centre, POOL, Access and Inquiries, Personal Property Security Registration and the Ontario Registrar General) have received 90 per cent or higher customer satisfaction ratings.

Ontario Business Connects

The Ontario Business Connects network now totals 145 self-help workstations located in Government Information Centres, libraries, community centres and local partner offices, where business people can renew their business registration and validate their Master Business Licence in 20 minutes instead of up to 12 weeks. The Ontario Government also has partnered with the Canada Customs and Revenue Agency (CCRA) to create one door for these common transactions with the two levels of government. Businesses can now register for GST, corporate income tax, payroll deduction, and import/export accounts when they register or renew their business name with the Ontario government at 16 federal workstations across Ontario or via the Internet.

Ontario Business Connects and its CCRA partner received an Ontario Showcase award for their work to simplify business start-up. The program was also a finalist for IPAC's *Innovative Management Award.*

Key Commitments and Strategy for 2001-2002

MCBS' key strategies and commitments for 2001-2002 focus on the following strategies:

- modernizing consumer protection and public safety
- improved customer service and expansion of e-government
- modernizing the beverage alcohol regime
- introducing privacy legislation
- electronic land registration strategy

Modernizing Consumer Protection and Public Safety

Strategy

The growth of e-commerce and increasingly sophisticated business and consumer transactions creates many challenges that need to be addressed. Proposed modernization of consumer legislation for the 21st Century is designed to leave Ontario businesses and consumers well positioned to enjoy the benefits of new technologies and services. New consumer protection would also affect several other areas of MCBS regulation including travel agents, bailiffs, real estate brokers, and motor vehicle dealers through sector legislative reform.

Commitment

MCBS will introduce legislative reforms which, if passed, would improve the following sectors: travel, motor vehicle dealers and real estate.

Technical standards are intended to be transferred to regulations in 2001-2002, where they can be amended to more rapidly adopt new improved standards as they are developed. This will allow technical industries operating in Ontario to take advantage of innovations in safety equipment and technology, as they become available.

The ministry has reviewed the governance and performance of the delegated authorities with a view to continuous improvement.

The ministry will work to develop and support uniform marketplace standards nationally and internationally, complete with joint monitoring and enforcement.

Improved customer service and expansion of e-government

Strategy

As part of transforming the Ontario government into flexible, integrated, accountable, and customer-focused public services, MCBS has assumed the leadership for integrated, enterprise-wide service delivery of routine government services to individuals and businesses. The goal is to provide seamless and convenient access to government services through electronic channels, call centres and over-the-counter facilities.

Commitment

MCBS will support the government's commitment to "put the *service* back in public service." The goal is to be more customer-centred: where the focus is on the individual and business. We are putting ourselves in our customers' shoes, doing business with them on their terms and their timetable. It isn't enough for government to operate nine-to-five, five days a week in a world that works around the clock.

The ministry is determined to meet the increasing demands of a seven-day-a-week, 24-hour working world that has become the reality of a 21st Century society. Innovations include use of new technologies, more integrated call centres, over-the-counter services, streamlined business life cycle processes through Ontario Business Connects, and simplified access to government services. MCBS will also modernize the vital statistics system through electronic registration, same-day services, reduction of fraud, and increase the market for aggregate anonymized data.

Modernizing beverage alcohol regime

Strategy

MCBS will continue to work to create an environment that supports a modern manufacturing and retail alcohol industry that is able to compete in world markets. It will further develop, in collaboration with the wine industry and other government partners, a wine strategy to enhance domestic market share and pursue international trade opportunities.

Commitment

The ministry will continue to develop, in collaboration with the wine industry and other government partners, an Ontario Wine Strategy to integrate tourism, trade, retail and domestic marketing to ensure the continued prosperity of the Ontario grape and wine sector.

MCBS will begin a full review of the beverage alcohol regulatory regime to 1) identify opportunities to bring the legislation up to date and 2) enhance ability to more effectively respond to problems.

Privacy Legislation

Strategy

The protection of personal privacy is a top priority for the government and is integral to the development and launch of electronic service delivery. Consultation on the ministry's privacy paper was completed in September 2000 and legislation is being drafted.

Commitment

Following on the extensive consultation, MCBS proposes to introduce, in 2001, broad privacy legislation that would encourage consumer confidence in the digital economy by providing full protection of personal information, while making it possible for businesses to take advantage of growing e-business opportunities.

Electronic land registration strategy

Strategy

MCBS' strategy is to protect the integrity of the land registration system, and to give Ontario taxpayers the most efficient system possible.

Commitment

Ontario is the first jurisdiction in the world to provide electronic registration of land-related documents. MCBS is committed to completing the automation of land registration in the province and is working with Teranet Land Information Inc. to review options for project completion that satisfy public policy and cost considerations.

Key Performance Measures

Ministry of Consumer and Business Services Core Business: All Core Businesses			
Outcome/Goal	**Performance Measure**	**Standards/Targets**	**2001-2002 Commitments**
CUSTOMER SATISFACTION Respond to the public's need for efficient service that gives value for money	1. Satisfied Customers	1.1 At least 90 per cent customers satisfied. 1.2 Meet the OPS Common Service Standards.	1.1 At least 80 per cent of the ministry's customers will be satisfied.
			1.2 Continue to meet all government Common Service Standards

Core Business: Alcohol and Gaming Management			
Outcome/Goal	**Performance Measure**	**Standards/Targets**	**2001-2002 Commitments**
BUSINESS GROWTH Support business growth and the investment climate in an environmentally sustainable way.	5.1 The ministry's commercial enterprises will contribute to creating jobs, investment and growth	5.1 Increased revenues and increased customer satisfaction	5.1 The ministry will ensure that in the LCBO's business plan, it sets measurable standards for customer service and meets its 2001-2002 revenue commitments

Core Business: Consumer Protection, Public Safety/Business Standards			
Outcome/Goal	**Performance Measure**	**Standards/Targets**	**2001-2002 Commitments**
BUSINESS GROWTH Support business growth and the investment climate in an environmentally sustainable way.	**2.1** Systematically remove barriers to job creation and investment	**2.1** Red tape removal	**2.1** Continuous red tape removal through the development and submission of Red Tape proposals as part of the government's Red Tape Plan.
CONSUMER PROTECTION	**3.1** Ontario will be the best jurisdiction in North America for consumer	**3.1** Best record of protecting consumers against :	**3.1** Develop a baseline for victimization rate of vulnerable groups,

Core Business: Consumer Protection, Public Safety/Business Standards			
Outcome/Goal	**Performance Measure**	**Standards/Targets**	**2001-2002 Commitments**
Provide for high standards of consumer protection, public safety and business practices.	protection and safety	- Consumer scams - Poor business practices **3.2** The best public safety record in North America for those areas that are covered by the ministry's mandate. Ontario's consumer protection and public safety standards effectively protect the public and are the best in North America.	based on consumer complaint data. **3.1** The ministry will complete all investigations within statutory time limits, leading to outcomes that are successful and/or act as a deterrent in the marketplace. **3.2** Ongoing monitoring of Delegated Authorities and Agencies for continuous improvement will occur in 2001-2002. By March 31, 2002 a complete performance review and evaluation of delegated authorities and agencies will occur. **3.2** Implement the legislative outcomes of the proposed consumer protection legislation and establish benchmarks to measure performance against other jurisdictions.
Customer Satisfaction Respond to the public's need for excellent service that gives value for money -Facilitate the provision of consumer information and education	4.1 Satisfied Customers	4.1 Maintain a suite of consumer education materials which the public rates as "highly useful"	4.1 Survey consumer stakeholders/opinion leaders to determine usefulness rating of consumer education materials and establish process for continuous improvement.

Core Business: Integrated Service Delivery			
Outcome/Goal	**Performance Measure**	**Standards/Targets**	**2001-2002 Commitments**
BUSINESS GROWTH Support business growth and the investment climate in an environmentally sustainable way.	6.1 The ministry will foster electronic commerce and consumer confidence	6.1 Remove legal barriers to electronic commerce and address any new legislative issues related to emerging technologies	6.1 Lead the implementation of the legislative outcomes of the *Ontario Privacy Act* and the *Consumer Protection Act* which are key components of

Core Business: Integrated Service Delivery			
Outcome/Goal	**Performance Measure**	**Standards/Targets**	**2001-2002 Commitments**
			Ontario's Strategy for the Digital Economy
CUSTOMER SATISFACTION Provide services that are relevant to, and in keeping with, the evolving marketplace.	7.1 Provide businesses and individuals access to services through electronic and over the counter processes.	7.1 By 2003, increase Ontarians' satisfaction with government services by becoming a world leader in delivering services on-line.	7.1 The ministry will develop and build the enterprise wide Integrated Service Delivery infrastructure for the government. Deliver the government's routine products and services as outlined in the government's Electronic Service Delivery Plan. The ministry will develop benchmarks for enterprise-wide service delivery as part of the ministry's Integrated Service Delivery mandate for the government.

Core Business: Registration			
Outcome/Goal	**Performance Measure**	**Standards/Targets**	**2001-2002 Commitments**
CONSUMER PROTECTION Provide for high standards of consumer protection, public safety and business practices.	8.1 Ontario will be a trusted guardian of registration and licensing data.	8.1 100 per cent of the ministry's clients view the ministry's registration and licensing databases as generally accurate and secure.	8.1 Ministry will perform quality assurance reviews on registration and licenses databases to ensure accuracy. No substantiated privacy complaints to the Information and Privacy Commissioner. The ministry will develop and administer a client survey to measure satisfaction with its stewardship of registration and licensing databases.

2000-2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Consumer and Business Services

Operating	$156 million
Capital	$ 0 million
	1,150 staff

Commercial Registries

Operating	$45 million
Capital	$ 0 million
	620 staff

Consumer Protection and Public Safety/Business Standards

Operating	$ 8 million
Capital	$ 0 million
	100 staff

Service Delivery

Operating	$10 million
Capital	$ 0 million
	130 staff

Gaming and Alcohol Control

Operating	$41 million
Capital	$ 0 million
	*** 0 staff

Ministry Administration

Operating	$42 million
Capital	$ 0 million
	170 staff **

Vital Statistics

Operating	$10 million
Capital	$ 0 million
	130 staff

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* PSAB based

** This includes $19 million for property leases for the minisry

*** This staff count excludes 449 FTEs in the Alcohol and Gaming Commission of Ontario who are not hired under the *Public Service Act*.

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Consumer and Business Services

Operating	$168 million
Capital	$ 0 million
	1,130 staff

Consumer Protection and Public Safety/Business Standards

Operating	$9 million
Capital	$0 million
	100 staff

Integrated Service Delivery

Operating	$32 million
Capital	$0 million
	150 staff

Alcohol and Gaming Management

Operating	$35 million
Capital	$ 0 million
	***0 staff

Registration

Operating	$46 million
Capital	$ 0 million
	770 staff

Ministry Administration

Operating	$46 million **
Capital	$ 0 million
	110 staff

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*Note: Staff numbers are shown as full-time equivalents
PSAB based

** This includes $20 million for property leases for the ministry

*** This staff count excludes 464 FTEs in the Alcohol and Gaming Commission of Ontario who are not hired under the *Public Service Act*.

Who to call

Questions and comments about MCBS' business plan are welcomed and should be addressed to:

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Sarah Jones, Communications Services Branch
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You may also visit our Web site at www.cbs.gov.on.ca or call our General Inquiry Unit in Toronto at 416-326-8555. The toll free number is 1-800-268-1142, the e-mail address is cbsinfo@cbs.gov.on.ca and the TTY/TDD is 416-326-8566.

MINISTRY OF CORRECTIONAL SERVICES

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Rob Sampson

I am pleased to present the business plan of the Ministry of Correctional Services to the people of Ontario. Public safety is our government's top priority and that is why we are undertaking the most comprehensive transformation of our correctional facilities in Ontario's history.

We have begun to introduce tough new performance measures and standards of operations so that we can show you that your tax dollars are being spent wisely and effectively. Our goal is to reduce re-offending rates across the province.

We are transforming our business by investing in new infrastructure and technology and by replacing aging jails with newer, more secure facilities, all of which keep communities, employees and inmates safe.

The Ministry of Correctional Services is also renewing the current young offender infrastructure to create a dedicated system for young offenders modeled on the strict discipline approach which has proven successful at Project Turnaround, our first young offender boot camp.

We will also continue to build on the success of our public-private partnerships and work with partners to deliver correctional services throughout Ontario. Whether publicly or privately operated, all facilities will be required to meet the same high standards for safety and performance.

Rehabilitation is an important function of this ministry. We believe offenders should be accountable to the public and should earn their release into the community through participation in skills and rehabilitation programs and by demonstrating they are drug and alcohol free.

We also believe the voice of victims should be strengthened and we have committed to giving victims a greater role at parole hearings.

Our commitment to Ontario is for a safe, secure, efficient, effective and accountable correctional system. We intend to meet that goal.

The Honourable Rob Sampson
Minister of Correctional Services

Ministry Vision

The Ministry of Correctional Services shares a common vision with the Ministry of the Solicitor General and the Ministry of the Attorney General: a province where all communities are safe and secure -- supported and protected by an accountable, efficient, effective and accessible justice system.

The Ministry of Correctional Services believes in a province where public safety is protected by a modern correctional system that holds incarcerated offenders in a safe and secure environment and where those serving sentences in the community are well supervised.

Specific principles to guide the transformation of the ministry and the achievement of its vision include:

- Focusing on the core business of incarceration and corrections, both in institutional and community settings, based on standards and performance targets;
- Fostering quality alliances/partnerships with public and private sector organizations in non-core businesses and in those aspects of core businesses where public safety can be assured;
- Specializing correctional programs to reflect offenders' sentence status, correctional needs and the likelihood for success;
- Specializing institutions, where possible (sentenced, non-sentenced, special treatment, general treatment); and,
- Expanding the use of the strict discipline model of corrections; and reforming the young offender system.

Core Businesses

The mandate of the Ministry of Correctional Services is defined in Section 5 of *the Ministry of Correctional Services Act*:

> "...to supervise the detention and release of inmates, parolees, probationers and young persons and to create for them a social environment in which they may achieve changes in attitude by providing training, treatment and services designed to afford them opportunities for successful personal and social adjustment in the community...."

and includes the detention, incarceration and supervision of:

- Adult offenders, 18 years and over, sentenced to terms of imprisonment of less than two years and/or terms of probation of up to three years;
- Sixteen and 17-year-old young offenders;
- Persons under parole supervision, as granted by the Ontario Board of Parole;
- Persons on remand, awaiting trial or sentencing;
- Persons held for immigration hearings or deportation; and,
- Persons awaiting transfers to federal institutions to serve sentences of two years or more.

The Ministry is also responsible for the operation of:

- 42 adult correctional institutions;
- 41 area and 86 satellite offices serving probationers (adult and young offenders), parolees and individuals with conditional sentences;
- 16 contracts with agencies for residential beds for use by appropriate adult offenders in the community on temporary absence or parole;
- Five secure custody facilities for young offenders and one strict discipline facility, Project Turnaround; and,
- 45 open custody young offender residences.

The Ministry of Correctional Services has the following core businesses:

Managing a secure, no-frills institutional system which protects public safety and holds offenders accountable

Ontario's adult correctional system provides secure custody and rehabilitative programs for offenders serving sentences of up to two years. The province's jails and detention centres also hold persons who are remanded by the courts to await trial, sentencing or other proceedings.

Managing a system which supervises offenders in the community to protect the public and victims

This core business holds offenders serving their sentences in the community responsible and accountable and aims to lower the re-offending rate through results-based treatment programs. The emphasis is on effective assessment; assignment to appropriate levels of supervision; provision of focused programs; and intensive supervision for high-risk offenders.

Managing a custodial system for young offenders

The ministry provides custody in secure facilities and residential settings and provides effective programming while maintaining public safety and ensuring offender accountability and responsibility.

Promoting and supporting excellence in corrections

This core business contributes to building a safer Ontario by setting and monitoring performance measures and standards for operating correctional facilities, delivering correctional programs and managing staff performance. It supports excellence through the delivery of training, advice and tools.

Granting parole

Parole is considered a privilege that must be earned – not a right. In making parole decisions, public safety is the top priority. Parole Board members are professionals from the community. They consider input from victims of crime in making independent, fair and objective decisions.

Annual Report on Key Achievements for 2000-2001

Modernization of Adult Correctional Facilities

As part of the government's Infrastructure Renewal Program to introduce performance measures to Ontario's correctional system, the Ministry of Correctional Services has been constructing new jails and expanding and retrofitting existing facilities. Over the next several years, Ontario's existing system of facilities for adult inmates will be transformed into a modern system that is safe, secure, efficient, effective and accountable. Advanced technology in construction design and security systems will be employed.

In March 2001, the newly expanded Maplehurst Correctional Complex was officially opened and male inmates were admitted beginning in April. The renovation work and new female facility is scheduled for completion in 2001-2002.

In April 2001, the Central North Correctional Centre in Penetanguishene was completed. After a comprehensive Request for Proposals process, Management & Training Corporation of Utah was selected to operate the 1,184-bed facility. Management & Training Corporation is the first private-sector operator of an Ontario adult correctional facility.

The 192-bed expansion project at the Ottawa-Carleton Detention Centre is close to completion. Completion is scheduled for the summer of 2001. The second phase of this project includes a renovation of the existing facility.

The Corrections Accountability Act, which received Royal Assent on December 19, 2000, will enable the ministry to establish random drug and alcohol testing programs for offenders serving sentences in Ontario.

Young Offenders

A three-year review of Project Turnaround, Ontario's first privately run strict discipline boot camp for high-risk young offenders, demonstrated the pilot's success. The study found 16 and 17-year-olds who completed the program were one-third less likely to re-offend than those who served their sentence in a traditional young offender correctional facility.

Annual Report on Key Achievements for 2000-2001
(cont'd)

The ministry has built on Project Turnaround's success by introducing a strict discipline model approach at all facilities. This model emphasizes self-discipline and personal and life skills development in an intensive program set in a no-frills environment. The program components incorporate a behaviour code; a structured day; and a standardized system of well-defined incentive levels that reinforce positive behaviour, sanction negative behaviour and promote individual accountability.

The government continues to move forward with a program that creates a dedicated, secure system for young offenders. This effort involves the construction of new facilities in combination with the renovation and conversion of existing sites, which will accommodate young offenders only. A dedicated system will offer specialized programs, to assist youth in developing the skills and behaviours necessary to keep them from re-offending.

Partnerships for Improved Service Delivery

The ministry will continue to seek out partnerships, both public and private, that will help to meet its goal of developing a safe, secure, efficient, effective and accountable correctional system.

The Corrections Accountability Act establishes government authority over the management and monitoring of all public-private partnerships to deliver correctional services. Provisions will be in place to ensure accountability of all partners.

On May 5, 2001, the ministry announced the first public-private partnership for the operation of an adult correctional facility in Ontario and Canada. Management & Training Corporation will begin operating the 1,184-bed Central North Correctional Centre in Penetanguishene in the fall of 2001 in accordance with the ministry's tough new performance framework.

Parole

The government believes early conditional release on parole is a privilege that must be earned, and not a right. The number of offenders granted parole by the Ontario Board of Parole dropped for the sixth straight year.

Changes, including the appointment of board members with criminal justice backgrounds, and increased victim input in the parole process, will result in fewer offenders being granted early release. Re-offending rates by parolees are down almost four per cent from a year ago. Parole warrants are being executed more rapidly and the number of outstanding warrants has dropped significantly.

Truth in Sentencing

Ontario has established a legislative requirement through *The Corrections Accountability Act* for inmates to earn their release. The Earned Remission Program will require offenders to earn the privilege of early release by actively participating in rehabilitation programs and demonstrating positive behaviour. The Ministry of Correctional Services continues to call on the federal government to repeal its "discount law" that puts offenders back on the streets after serving only two-thirds of their sentence.

Community Supervision

Eighty probation and parole officers were hired in 2000-2001 to provide more intensive and frequent monitoring of offenders and assist in restricting the movement of offenders serving sentences in the community. This increased staffing reflects the government's commitment to the new strict discipline model for community corrections.

A new Probation and Parole Service Delivery Model is being implemented and is another example of the principles aimed at enhancing public safety, reducing re-offending rates and ensuring continuity and consistency of programs between the community and institutions. The model concentrates resources and interventions on those offenders with the highest levels of criminal behaviour and/or the highest risk of re-offending.

The model will focus on the major factors leading to crime including controlling substance abuse, providing anger management programs and promoting anti-criminal thinking. Probation and Parole Officers have received basic training in the new model. Implementation in all provincial probation and parole offices is in progress.

Investment in Training

The Ministry of Correctional Services made a significant investment in training to sustain and develop programs for staff across the province including the revitalization of basic training initiatives for Probation and Parole Officers and training for Correctional Officers.

Investment in Technology

The Integrated Justice Project, a partnership among the Ministries of Correctional Services, the Attorney General and the Solicitor General, and a consortium of private sector companies, continued to build electronic information systems. These systems will link correctional services staff and the Ontario Board of Parole, police, judges, lawyers, Crown Attorneys and court staff. The ability to share information among authorized personnel will improve public safety and result in more efficient justice services.

The new Offender Tracking Information System (OTIS) will enable more efficient and effective management of cases and programs within Correctional Services and the electronic sharing of corrections information with other justice sectors. This will replace the current Offender Management System (OMS) in both institutions and the probation and parole system. Over 2,600 staff have been trained on OTIS.

Key Commitments and Strategies for 2001-2002

Modernization of Adult Correctional Facilities

Ontario's current system of adult inmate institutions will be transformed into a modern system that is safe, secure, efficient, effective and accountable. This modernization is part of the province's overall plan to introduce performance measures and operational standards to Ontario's correctional system.

The infrastructure modernization will continue through 2001-2002. A key component of this is the completion of a second 1,184-bed, multi-purpose facility in Lindsay similar to the recently completed Central North Correctional Centre in Penetanguishene. Lindsay's Central East Correctional Centre is scheduled for completion in 2002.

A Local Board of Monitors will be piloted in both Penetanguishene and Lindsay. The Board will be made up of community volunteers appointed by the Minister who will act as independent observers, offering a balanced perspective concerning offender care, supervision and programs. Board members will provide advice to the Minister of Correctional Services.

Under the *Victim Empowerment Act*, the ministry plans to introduce grooming and appearance standards for inmates to enhance safety, health and sanitation within the correctional environment. These standards will be strictly enforced and linked to the earned remission process.

The *Victim Empowerment Act* also includes a zero tolerance policy for acts of aggression or violence against correctional staff, and will lead to safer working environments. Likewise, the development of professional standards for all correctional staff will ensure the highest possible standards of integrity and ethical behaviour of employees who perform a difficult and challenging task on behalf of the people of Ontario.

Dedicated System for Young Offenders

To serve the Greater Toronto Area, the site of the Vanier Centre for Women in Brampton will be retrofitted and expanded to become a youth centre. Retrofitting of the Bluewater Youth Centre in Goderich has been completed.

In addition, new young offender facilities, in partnership with the private sector, will be established in northern Ontario. Strict discipline facilities are planned for eastern and southwestern Ontario.

The creation of a dedicated system will better focus on the programming requirements of young offenders. The dedicated system will be geared to achieving better results in correcting unlawful and anti-social behaviour.

The ministry will continue the successful strict discipline boot camp program, Project Turnaround.

Partnerships for Improved Service Delivery

Building on the success of our partnerships in delivering correctional services, including Project Turnaround and open custody residences, the Ministry of Correctional Services will continue to pursue alternative service delivery. Our partnership at Project Turnaround has proven to be successful in reducing the re-offending rate of young offenders.

The ministry will seek a private operator for its Cook-Chill Food Production Centre at the Maplehurst Correctional Complex. Partnerships will also be sought for the operation of two new strict discipline facilities for young offenders in eastern and southwestern Ontario and for the operation of a new adult boot camp at a site in the near north.

Victims' Rights

The Ministry of Correctional Services is advancing the government's commitment to strengthening the voice of victims of crime and provide them with more protection. Currently, victims can only express their views about parole candidates in writing, by telephone, or in person at a regional Ontario Board of Parole office or correctional centre. The proposed *Victim Empowerment Act* would allow victims of crime greater participation by allowing victims to attend parole hearings.

The Victim Empowerment Act would also establish the authority to monitor, intercept or even block offender telephone calls to third parties, specifically victims and other persons suspected of planning criminal activity.

Ontario Board of Parole

The government will expand the role of the Ontario Board of Parole into a single release authority called the Ontario Parole and Earned Release Board. When regulations are passed, the Board would be responsible not only for parole decisions but also for making decisions on all temporary absences over 72 hours.

The Board would also decide whether offenders have earned the privilege of being released under the government's proposed earned remission program. The Board would be responsible for making early release decisions for longer-term offenders.

Community Supervision

An additional 85 Probation and Parole Officers will be hired in 2001-2002 to provide more intensive and frequent monitoring of offenders and assist in restricting the movement of offenders serving sentences in the community.

The ministry is developing a program to expand the use of electronic surveillance of selected offenders in the community by monitoring their compliance with dispositions and conditions ordered by the courts. We will also look at ways to improve the technology currently in use.

There are plans to establish a random drug and alcohol testing program for offenders. Testing of offenders in both adult institutions and under community supervision will enhance the ability of the ministry to monitor offenders' compliance with court and release orders, and thereby lower re-offending rates and create safer communities.

Key Performance Measures

Core Business Agencies – Ontario Board of Parole

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Reduction in Re-offending by Parolees.	Percentage of parolees who re-offend while on parole.	Maintain rate of re-offending while on parole to 4.5 per cent or less.	Meet or exceed target.
	Percentage of parolees suspended for serious re-offending.	Maintain rate of suspension for serious re-offending to 2.0 per cent or less.	Meet or exceed target.
	Percentage of parolees who re-offend within two years of release.	Maintain rate at which parolees re-offend within two years of release to 25 per cent or less.	Meet or exceed target.

Core Business Adult Community System

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Effective, efficient and accountable management: To ensure effective and efficient management of resources in a manner that supports public accountability.	Average daily cost of operations per adult in the community.	The average cost for offenders in the community is $12 per day.	Cost not to exceed standard.

Core Business , Agencies – Internal Administration

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
To ensure effective and efficient management of resources in a manner that supports public accountability.	Training for Correctional Officers.	100% of all Correctional Officers complete their mandatory training annually.	Meet the target.
	Training for Youth Workers.	100% of Youth Workers will complete the Youth Worker training.	Meet the target.
	Training for Probation and Parole Officers.	100% of all Probation and Parole Officers complete the minimum training required to deliver the new Probation and Parole Service Delivery Model (PPSDM).	Meet the target.
	Average number of Short Term Sick Days (STSD).	MCS benchmark of 9.6 days. 2001 target is to reduce STSD by 10% from the 2000 average (from 15.6 days to 14.1 days).	Meet or exceed target.
	Average duration of lost-time Workplace Safety Insurance claims.	To meet or improve average duration of lost-time for WSI claims in 2000 (17.93 days).	Meet or exceed target.
	Ratio of internal business support costs to ministry program delivery costs.	Target: 1 to 40.	Meet or exceed target.

2000 - 2001
Ministry Spending by Core Business - Interim Actuals*

Ministry of Correctional Services

Operating	$595 million
Capital	$ 95 million
Staff	7,695

Institutions

Operating	$420 million
Capital	$ 94 million
Staff	5,505
Including Teachers	

Community Services

Operating	$74 million
Staff	1,071

Young Offender

Operating	$80 million
Capital	$ 1 million
Staff	743

Ontario Board of Parole

Operating	$3 million
Staff	23

Ministry Administration

Operating	$18 million
Staff	353

Includes Corrections Program Administration and Independent Investigators

Note: Staff numbers are shown as full-time equivalents
***Public Sector Accounting Board Based**

2001- 2002
Ministry Approved Allocations by Core Business Plan*

Ministry of Correctional Services

Operating	$610 million
Capital	$ 98 million
Staff	6,035

Institutions

Operating	$405 million
Capital	$ 85 million
Staff	3,823
Including Teachers	

Community Services

Operating	$88 million
Staff	1,211

Young Offender

Operating	$ 94 million
Capital	$ 13 million
Staff	734

Ontario Board of Parole

Operating	$4 million
Staff	24

Ministry Administration

Operating	$19 million
Staff	243

Includes Corrections Program Administration and Independent Investigators

Note: Staff numbers are shown as full-time equivalents
***Public Sector Accounting Board Based**

Who to Call

Questions or comments about the ministry's business plan are welcomed.

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MINISTRY OF ECONOMIC DEVELOPMENT AND TRADE

2001-2002
Business Plan

Ontario

Message from the Minister

I am pleased to present the 2001-2002 business plan for the Ministry of Economic Development and Trade (MEDT), which reports on our achievements for 2000-2001 and outlines our commitments for 2001-02.

We work closely with our private sector partners to ensure our core businesses - employment and business development, investment development, and trade development - combine to help generate wealth and create jobs for the people of Ontario. By establishing the best possible economic climate, business has succeeded. For the second year in a row, Ontario's growth rate exceeded all G-7 nations. As well, 184,000 new jobs were created in 2000, almost half the new jobs across Canada.

Our government contributed $24.5 million through the Strategic Skills Investment program to help employers train the highly-skilled workers they need to compete, grow, and create jobs. Our contribution helped leverage an additional $82.5 million from the private sector and training partners. We also launched a Young Entrepreneurs Strategy to support the next generation of Ontario entrepreneurs, leading to job creation, innovation and a thriving economy.

Our ministry has assumed responsibility for the reduction of job-killing red tape, and the elimination of hundreds of unnecessary regulations to help businesses create jobs and operate more freely, saving them both time and money. I support the Red Tape Commission by working with co-chairs Frank Sheehan and Steve Gilchrist to remove barriers to business which, as a result, will improve Ontario's business climate for investment and job creation.

We launched our new Global Strategy in 2000 to win more jobs for Ontario through increased export development, investment attraction and profile-building activities in key global markets. The first two marketing centres will open in Shanghai and New York in 2001.

Ontario Exports Inc., the government's lead trade agency, helped generate $803 million in new export sales. It continues to work with small and medium-sized businesses to help expand their international markets sales. Ontario exporters continue to report strong gains. Ontario Global Traders Award nominees report job levels in their firms jumped 23 per cent over the previous year, and export sales climbed dramatically, from 54 per cent in 1999, to 64 per cent in 2000.

Together with our partners, we made excellent progress in 2000-2001 to do what it takes to keep Ontario competitive and strong. We look forward to continuing our efforts in 2001-2002 to improve the quality of life for all Ontarians.

The Honourable Robert W. Runciman
Minister of Economic Development and Trade

Ministry Vision

The Government of Ontario is committed to ensuring that our province is the best jurisdiction in North America to live, work, invest and raise a family.

To support this, the ministry's vision is an Ontario business environment that enables us to compete successfully with the best in the world; an Ontario where its people are rewarded for their entrepreneurial spirit and continue to enjoy a high quality of life supported by well-paying jobs.

Ontario continues to be faced with aggressive competition for export markets and investment from competing jurisdictions. Ontario's private and public sectors have a significant stake in helping industry and business grow, increasing their level of competitiveness in a global economy, and marketing Ontario's strengths.

We will pursue our vision with vigour and implement our mandate to stimulate economic growth, support job creation, increase Ontario's competitive advantages in the global marketplace and embrace the goal of making Ontario's economy the best-performing in North America over the next ten years. This will help ensure a more prosperous future for us and our children.

Core Businesses

The ministry's core businesses are:

- employment and business development;
- investment development; and
- trade development.

Through *employment and business development,* MEDT contributes to a positive business climate that supports economic growth and job creation by:

- fostering innovation and entrepreneurship;
- managing sector and business cluster relationships;
- promoting the removal of barriers to business by addressing job-killing red tape and business infrastructure gaps; and
- providing advice on business issues and economic development policy.

Investment development initiatives help market the province as a premier investment location to key investment decision-makers through advertising/promotion, lead generation and investment servicing. The "Market Ontario" Program is a key element of the ministry's vision for promoting Ontario's competitive advantages at home and abroad, and attracting and retaining investment.

Through *trade development,* the ministry and its lead trade agency, Ontario Exports Inc., seek to expand Ontario's share of the global export market by working with Ontario firms, in particular, small and medium-sized businesses to:

- increase the number of exporters;
- expand in strategic and emerging markets;
- develop and nurture a dynamic export culture;
- champion the capabilities of Ontario firms in global markets; and
- promote awareness of Ontario exports.

Annual Report on Key Achievements for 2000-2001

Ontario's economic performance in jobs, investment, and export growth continues to outperform our competing jurisdictions

Ontario's economic policies continue to pay large dividends for the business community.

Job growth in the province was stronger than the average of Alberta, British Columbia, Quebec and the eight U.S. Great Lake states (3.2 per cent versus an average of 1.0 per cent).

Ontario's investment in business machinery and equipment as a percentage of total GDP (1999 data) was higher than the average for Alberta, British Columbia and Quebec (6.82 per cent versus an average of 6.76 per cent).

Per capita exports in Ontario (1999 data) were more than four times higher than the average for Quebec and the eight U.S. Great Lake States (U.S. $12,100 versus an average of U.S. $2,884).

Ontario continued to show strong new business incorporations in 2000 by maintaining the same level of new incorporations as in 1999, which was a banner year for growth in new businesses.

Support for Employment and Business Development

Our Strategic Skills Investment (SSI) program continues to be highly successful, with total investments of $210 million for 34 projects: $54 million from our government, which leveraged $156 million from private sector and training partners. The program helps industry and the education sector address strategic skills shortages, and assists in developing a skilled work force, essential to providing a strong economic future for all Ontarians. SSI has benefited a number of industries, including information and communications technology, forestry, building and heavy equipment.

Report on 2000-2001 Key Achievements (cont'd)

We re-oriented a number of our business support programs to provide a new focus on e-business. We also held consultations with companies on barriers to e-business. This will enhance our ability to provide advice on how to best use e-business to increase competitiveness.

The *Red Tape Commission* was established as a permanent watchdog to eliminate and prevent job-killing rules and regulations to give businesses more freedom to prosper. The commission played a lead role by working with ministries to identify outdated legislation and regulations. As a result, the Legislature repealed three outdated acts and approved 200 amendments to 75 additional acts over the past year. The amendments update existing statutes, repeal outdated Acts, increase government efficiency and improve customer service. The commission also visited communities across Ontario to discuss red tape issues first-hand with businesses, institutions and individuals.

Our Trade and International Trade Policy Branch effectively managed 20 trade policy issues and avoided trade disputes by providing advice to government ministries on how their programs could comply with international agreements. We investigated commercial opportunities for Ontario's professional service providers and the energy services industry for the ongoing World Trade Organization trade negotiations. We documented the temporary entry problems of Ontario services firms doing businesses in the U.S. and continue to make every effort to resolve them.

Through our Office for Urban Economic Development, we continued to work with Ontario's seven largest urban centres to build economic development capacity and enhance provincial/local co-operation to produce stronger urban-centred regions. We led a study on urban economic development tools and partnered with urban centres on specific strategies for Ottawa and Canada's Technology Triangle: Kitchener, Waterloo and Guelph.

We launched our *Prosperity Demonstration Fund* (PDF), which supports small-scale, locally-driven partnerships that demonstrate innovative ways of advancing prosperity. Five projects were supported last year through this fund, including *Building Rural Opportunities through Partnerships with Business*, which enables the *Foundation for Rural Living* to establish a business leaders' round table to raise $1 million for investment in ten Ontario rural communities. Under PDF, projects must promote one or more of the five strategic goals outlined in the *Road Map to Prosperity* report, which sets out recommendations for Ontario "to achieve sustainable economic prosperity with the best performing economy and highest quality of life in North America over the next ten years." Our ministry has a lead role in two of the five strategic goals: *Strong Global Orientation* for Ontario and *Building on our Industry and Regional Strengths*.

Our seventh annual *Wisdom Exchange* last November helped support Ontario's fastest-growing innovative firms. More than 200 CEOs shared strategies and experiences on the challenges of rapid growth. Twenty-two corporate sponsors contributed $207,000 to the event which focussed on e-business opportunities.

We provided the government with competitive intelligence on key economic sectors, and partnered with organizations and companies to address issues affecting competitiveness, growth and job creation. For example, we collaborated with our partners to resolve issues in the automotive sector, arising from the slowdown in the U.S. economy.

Staff throughout the network of *Small Business Enterprise Centres* and *Self-Help Offices* had a busy year, handing 234,466 contacts with clients and providing 18,071 consultations. The network grew to 38 centres when three new *Business Self-Help Offices* and one new *Business Enterprise Centre* were opened. This expanded the business support network which helps entrepreneurs start-up and manage their small businesses effectively during the crucial early years of operation. We also provided funding to help youth start up and operate summer businesses.

We worked with the Aboriginal community to promote Aboriginal business development and expansion and greater awareness of the services and opportunities available to the Aboriginal community.

Business Development Consultants in the ministry's field offices offered value-added consultation services, e.g. by providing emergency assistance to Walkerton businesses and long-term economic development planning to that community. The consultants also contribute to the growth capability of Ontario companies by assisting them to enter or expand exporting activity.

Support for Investment Development

Our investment marketing program, *Market Ontario*, which promotes Ontario as a preferred investment location in key international markets, continues to show positive results. Through this program, we supported 26 investment deals resulting in over 7,820 jobs and $691 million dollars of investment.

One of Ontario's strengths is its ethnic diversity. We built on that strength by providing information through the Business Immigration Services program to 681 business immigrants, resulting in $105 million in investments and 2,020 full and part-time jobs.

Our Key Investment Account Management Program continued to strengthen its relationships with large multi-national companies located in Ontario that are considering expansion or development of new projects. Ministry staff undertook 480 corporate calls to these firms, which contributed to 40 investments being made.

Support for Trade Development

Over the past year, Ontario Exports Inc. worked directly with Ontario firms to facilitate approximately $803 million in new export sales, helping to support the creation of more than 8,000 jobs.

We worked diligently to raise our international profile and to help make connections with buyers of Ontario's innovative products and services. Our Premier led a delegation of more than 145 Ontario companies on the Team Canada mission to China last fall, where Ontario firms signed agreements valued at $1.9 billion.

Overall we completed 50 international missions. We also conducted four Virtual Trade Missions to Singapore, Italy, California and Malaysia, which used Internet and teleconferencing technology to link Ontario exporters with foreign buyers of Ontario products and services, dramatically reducing costs.

Report on 2000-2001 Key Achievements (cont'd)

We also worked hard domestically. The *Ontario Global Traders Awards* were held for the third time and celebrated the achievements of Ontario small and medium-sized exporters. *Ontario Trade Day* and *Community Trade Winds* seminars were held in communities across the province, providing topical information on exports to local businesses, industry associations, municipalities, non-profit organizations, and colleges and universities. These activities brought together exporters, new entrepreneurs, business leaders and students to celebrate Ontario's achievements in global markets and share their plans for growth and expansion.

Key Commitments and Strategies for 2001-2002

Key Strategies

In our work to support job creation by expanding economic development and trade, the ministry focuses its resources and energies on seven key strategies:

- Improving Ontario's export performance;
- Attracting quality domestic and foreign investment to Ontario;
- Promoting the digital economy;
- Working with our partners to build on Ontario's economic strengths and address impediments to growth and innovation;
- Providing leadership and strategic advice to support the government's restructuring of economic development priorities;
- Communicating Ontario's economic development success; and,
- Promoting organizational excellence.

Key Commitments

For Ontario's overall economic performance against competing jurisdictions, our aim for 2001-2002 is for the province's overall growth in jobs, exports per capita and business machinery and equipment investment to surpass the performance of our competing jurisdictions.

Employment and Business Development

Our commitment is to support strong job growth in Ontario, help remove barriers to business and investment, and improve business infrastructure. We will also help advance the strategic goals outlined in the *Road Map to Prosperity* report, in part by approving a number of projects under our *Prosperity Demonstration Fund*.

We welcome the added responsibility of the *Red Tape Secretariat* to our portfolio and development of a new role with the Red Tape Commission. In 2001-2002, we will work with other ministries to eliminate "job-killing" and "investment-impeding" red tape. We will initiate, review and co-ordinate the introduction of legislative amendments for Red Tape Bills, and continue to assist businesses, institutions and individuals with their red tape problems.

The ministry will oversee the formation of a Small Business Advisory Committee, comprised of small business representatives, key stakeholders and tax officials. The goal will be to implement changes by 2002 to simplify tax administration and reduce red tape even further.

Skills shortages are restricting business growth and job creation. Our government is responding through the *Strategic Skills Investment* (SSI) program. It will continue to reach out to businesses and industry sectors to help them work with their training partners to address their most important strategic skills needs. For 2001-2002, we will commit $15 million to support these partnerships.

We will promote the digital economy and encourage the use of e-business solutions and their applications through internal and external partnerships and alliances. By working with other ministries, we can help firms across Ontario take full advantage of the latest technological advances to create more jobs.

Continued support and partnerships with sectors and key business clusters will allow us to identify and remove barriers to business growth and investment. We will enhance our working relationships with community and ethnic business associations.

Our ministry will continue its enhanced leadership role by co-ordinating the Ontario government's business and economic development policy, which includes management of sector relationships.

Our staff will contribute to identifying and removing barriers to business by supporting the negotiation of international and internal trade agreements and resolving trade and investment disputes. We will advance Ontario's commercial interests in the World Trade Organization trade negotiations with an emphasis on identifying market access opportunities by drawing on private sector experience. Work will focus on understanding the links between trade agreements and both environmental agreements and provincial standards.

Key Commitments for 2001-2002 (cont'd)

Our ministry and the Ministry of Natural Resources will conduct a legal defense of Ontario's Forest Management Practices under a U.S. trade investigation. Depending on the outcome, we would pursue appeals before North American Free Trade Agreement and World Trade Organization tribunals.

Ontario's urban centres will receive our support to help them form key relationships, build up their capacity and identify economic development opportunities that shape smart growth.

We will continue to work with the *Innovators Alliance* to support the success of leading growth firms, key job creators in the province. The alliance is a non-profit network of presidents and CEOs, designed to help sustain and accelerate the growth and success of emerging firms. The goal is to allow these companies to create more jobs and lead economic growth, key priorities of our government. We will launch a new ministry publication, the Leading Growth Firms Series, that will provide new information and research on issues affecting growth-oriented firms.

To encourage entrepreneurial spirit among our youth and young adults, we have launched a new four-year, $15 million *Young Entrepreneurs Strategy*, which promotes entrepreneurship as a viable career choice. The strategy features public outreach and the *Summer Company and My Company* programs, which gives youth the tools they need to start their own companies. It also introduces *Future Entrepreneurs*, an entrepreneurship and technology teaching program for grade 7 and 8 students. The *Young Entrepreneurs Strategy* supports our government's goal of boosting economic growth and creating jobs.

We will launch our Enterprise Centre Strategy to expand the network to 42 centres. We will also launch a Small Business Advisory Council and increase partner involvement through programs such as *Bridges to Better Business* and *Salute to Small Business.* We plan to increase our outreach capacity by promoting electronic service delivery.

The ministry's Field Services organization will provide front-line consultation to Ontario's leading growth firms. By providing a value-added consulting service to these companies, we will support their growth and development, assist in removing barriers to growth and improve their ability to create jobs.

Investment Development

We will invest additional resources to improve on the strong investment results achieved in 2000-2001.

Seven new sales representatives in the U.S., Europe and Japan will market Ontario beginning in 2001. France is an added target market as part of our Global Strategy.

We will continue to market Ontario as the premier North American location to invest in with our successful fact-based, peer-driven approach to advertising. To keep Ontario "top-of-mind" with investors, we will customize material for Site Selection Consultants and key investment decision makers. We will improve our use of the Internet and enhance our website as pro-active marketing tools.

In support of this aggressive marketing campaign, we will strengthen our relationship with journalists at key foreign business publications to help spread the word of Ontario's attractive investment climate.

Our sales efforts to promote investment in Ontario will focus on corporate calls to senior executives and investment-influencers. We will continue to pursue partnership opportunities with both the private and public sectors.

We will reach out to stakeholders in Ontario to maximize partnership opportunities. This includes the Business Ambassador Program as well as selected investment activities with local economic development agencies and industry associations.

New foreign direct investment will be encouraged by highlighting Ontario's competitive advantages, developing compelling business cases for investment, and providing site location services to potential investors. We will focus on identifying key issues of foreign investors and provide them with value-added investment business case support.

Ontario will be promoted to immigrant entrepreneurs as the best place to live and do business.

Trade Development

Our commitment is to continue encouraging a stronger export culture and a more competitive global mindset. Our goal in 2001-2002 is to support 450 companies to develop their export capabilities, resulting in an estimated $480 million in export sales.

We will also implement a new community export development strategy, working with community partners to extend our trade and export development resources and expertise to all regions of Ontario. The Ontario Trade Days program, which brings high-quality seminars and export learning opportunities to communities across Ontario, will be expanded with the help of strategic partners and sponsors.

Our domestic marketing and advertising campaign will be expanded to reach a wider export-capable business audience, to encourage more small and medium-sized enterprises to begin exporting or to expand into new markets. The campaign will continue to profile and celebrate success stories of Ontario businesses as powerful role models to promote growth and job creation through international trade.

We will also build on the success of the Ontario Global Traders Awards Program which recognizes outstanding achievement in exporting, to reach a broader audience of business, export leaders and international business students throughout Ontario.

With a renewed emphasis on domestic export development programs, we will also expand our efforts in Europe, Asia and Latin America, all priority markets. We will provide trade support in strategic hubs, with on-site professional trade resources working on behalf of Ontario exporters in key foreign markets.

We will hold eight Virtual Trade Missions this year, enabling many Ontario exporters to participate in official trade missions through cost-effective telecommunication tools. This includes familiarizing small and medium-sized businesses with the latest e-commerce and technological advances, and providing up-to-date and reliable market intelligence.

Key Commitments for 2001-2002 (cont'd)

We will launch a comprehensive, state-of-the-art Internet export portal and web-enabled customer care centre, to introduce a new level of direct service to Ontario companies. The new export portal will allow our customers to conduct on-line transactions, to research and locate sources of financing, and to match-up with foreign buyers of Ontario products and services.

Key Performance Measures

Core Business: Ontario's Overall Economic Indicators

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Ontario's economy continues to be a leader in North America.	Strong job growth.	Job growth stronger than the average for competing jurisdictions.	Job growth will be stronger than the average of Alberta, British Columbia and Quebec, and the 8 U.S. Great Lake states.
	Strong investment performance.	Business investment stronger than other major Canadian provinces.	Investment (2000 data) in business machinery and equipment as a percentage of total GDP will be stronger than the average for Alberta, British Columbia and Quebec.
	Strong export performance.	Per capita exports stronger than competing industrial jurisdictions.	Ontario's per capita exports (2000 data) will be stronger than the average for Quebec and the 8 U.S. Great Lake States.
	Strong new company formation.	New business incorporations equal to or stronger than the previous year.	New business incorporations will be equal to or exceed 2000 level.

Core Business: Employment and Business Development

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Sustain the growth of Ontario's innovative firms.	Job growth of Leading Growth Firms (LGFs) supported by the Ministry.	Increase job growth (on average) for LGFs supported by Ministry by an average of ten per cent annually.	Ten per cent growth (on average) in jobs for LGF client firms supported by the Ministry over 2000 level.
Foster knowledge and skills necessary for business competitiveness.	Improved skills capacity to address business needs through innovative training strategies.	By 2005/06, 85 innovative training partnerships leveraging $370 million investment from partners.	7 new partnerships approved to bring total to 41. $44 million investment to bring total to $200 million invested by partners.
		Satisfaction of participating employers as measured through customer satisfaction survey.	Maintain high level of satisfaction of participating employers as measured through customer satisfaction survey.

Core Business: Investment Development

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Ontario remains an excellent place to invest.	Level of awareness of Ontario as a preferred investment location in North America.	Awareness of Ontario to rank in the top third of key competitive jurisdictions in North America.	Awareness of Ontario to rank in the top third of key competitive jurisdictions in North America.
	Investment in Ontario through Ministry support.	Investment and jobs supported by Ministry staff working with prospective investors and business immigrants.	Prospective investors: • 22 business investments resulting in $375 million in investment and 3,500 jobs created or maintained.
			Business immigrants: • 500 clients interviewed • 1,800 seminar attendees • 150 corporate clients assisted

Core Business: Trade Development

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Ontario's exports continue to grow.	Exports for small and medium-sized companies supported by the Ministry to develop and expand their export capabilities.	Export sales as a direct result of Ministry support.	Support 450 companies to achieve $480 million in export sales.

2000-2001 Ministry Spending by Core Business - Interim Actuals*

ECONOMIC DEVELOPMENT AND TRADE

Operating **$93M**
355 Staff

EMPLOYMENT AND BUSINESS DEVELOPMENT

Operating **$33M**
122 Staff

- Innovation and Entrepreneurship
- Manage Sector Relationships and Business Clusters
- Promote Removal of Barriers to Business
- Advise on Business Issues and Lead Economic Development and Trade Policy Across Government
- Urban Economic Development

INVESTMENT DEVELOPMENT

Operating **$28M**
81 Staff

- Investment Marketing and Sales
- Investment Services

TRADE DEVELOPMENT

Operating **$11M**
64 Staff

- International Export Market Development
- Domestic Export Awareness and Skills Development

WIND-DOWN OF TERMINATED FINANCIAL ASSISTANCE

Operating **$8M**
8 Staff

- Terminated Financial Assistance

MAIN OFFICE/INTERNAL ADMINISTRATION

Operating **$13M**
80 Staff

- Internal Administration

Notes: Staff numbers are full-time equivalents.
The Ministry provided internal administrative services to the former Ministry of Tourism and the Ministry of Intergovernmental Affairs.

*PSAB Based

2001-2002 Ministry Approved Allocations by Core Business Plan*

ECONOMIC DEVELOPMENT AND TRADE

Operating **$106M**
370 Staff

EMPLOYMENT AND BUSINESS DEVELOPMENT

Operating **$41M**
138 Staff

- Innovation and Entrepreneurship
- Manage Sector Relationships and Business Clusters
- Promote Removal of Barriers to Business
- Advise on Business Issues and Lead Economic Development and Trade Policy Across Government
- Urban Economic Development

INVESTMENT DEVELOPMENT

Operating **$33M**
87 Staff

- Investment Marketing and Sales
- Investment Services

TRADE DEVELOPMENT

Operating **$15M**
67 Staff

- International Export Market Development
- Domestic Export Awareness and Skills Development

WIND-DOWN OF TERMINATED FINANCIAL ASSISTANCE

Operating **$5M**
5 Staff

- Terminated Financial Assistance

MAIN OFFICE/INTERNAL ADMINISTRATION

Operating **$12M**
73 Staff

- Internal Administration

Notes: Staff numbers are full-time equivalents.
The Ministry also provides internal administrative services to the Ministry of Intergovernmental Affairs.

*PSAB Based

Who To Call

Questions or comments about the ministry's business plan are welcomed.

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MINISTRY OF EDUCATION

2001-2002 Business Plan

Ontario

Message from the Minister

Hon. Janet Ecker

Nothing we do as a society is more important than the education of our children. Education gives young people the knowledge and skills they need for success in today's competitive world; it helps them learn to be responsible, active citizens. It is the key to our prosperity as a province.

The Ministry of Education continues to work to ensure that Ontario has an education system that provides students with the best education possible. This is what our government promised the people of Ontario when we were elected in 1995, and then re-elected in 1999.

Since 1995, in consultation with our education partners, we have been implementing a challenging plan to reform our publicly funded education system. We started by making education funding fairer, more equitable and focused on students. We also introduced a new, more demanding curriculum to ensure that Ontario students learn the skills they need to succeed in tomorrow's world. And because parents need clear information to make good choices, we introduced standardized report cards and provincial tests. By helping parents see how their children are progressing and where they need help, these measures will provide parents with the information they need to make the best choices about their children's education.

Over the past year, the ministry has made great progress in implementing further parts of the government's plan for quality education. We have introduced significant measures to help make schools safer, more respectful places for learning and teaching. We have also developed a framework for a comprehensive Ontario Teacher Testing Program and have taken important steps to ensure that parents can have greater influence in their children's education.

Our achievements in education reform have established a solid foundation for an excellent, high-quality education system. As this plan will show, we will be taking further steps to build on this foundation. By promoting higher standards, improved accountability and greater flexibility and choice, we can create a public education system that continuously strives for excellence in student achievement. Our students deserve nothing less.

Janet Ecker

The Honourable Janet Ecker
Minister of Education

Ministry Vision

The Ministry of Education's vision is to offer Ontario students the best education in Canada. Ontario's public education system will strive for excellence in the following ways:

- Students will have access to top quality education, characterized by high standards, clearly stated expectations and frequent, straightforward evaluation;
- Students will have the right to learn in a safe and respectful environment;
- The school system will prepare students for higher education, for entering the workforce and for assuming the responsibilities of citizenship;
- Teachers will have full opportunities to be the best qualified and the most highly skilled in Canada; and
- Parents will have a strong voice in the education of their children.

Core Businesses

The Ministry of Education provides leadership and sets the direction for education policy in elementary and secondary schools by:

- promoting a safe and respectful environment that supports learning;
- developing and sustaining a rigorous and challenging province-wide curriculum;
- promoting accountability throughout the publicly-funded education system by setting provincial standards for student achievement and in other key areas that promote quality education, such as safe schools, class size and instructional time;
- promoting and supporting excellence in teaching; and
- providing support and resources, including student-focused funding for school boards and support for program implementation.

In addition, the ministry continues to set requirements for student diplomas and certificates, and make regulations that govern the school year, the organization of schools and school boards, and the duties of teachers, principals and school board officials.

Annual Report on Key Achievements for 2000-2001

Over the past year, the Ministry of Education has achieved many important milestones in every area of its core businesses.

Promoting a safe and respectful environment that supports learning

The year saw the introduction of important initiatives to make our schools safer, more respectful places to learn and to teach.

The *Ontario Code of Conduct* set out clear provincial standards of behaviour for everyone involved in our publicly funded schools, as well as mandatory consequences for students who do not observe the standards. For example, the *Code* specifies mandatory expulsions and suspensions for serious infractions such as bringing weapons or illegal drugs to school.

The *Safe Schools Act, 2000* provides school boards, principals, teachers and school staff with legal authority to enforce the *Code of Conduct*'s strict standards of behaviour.

Another component of the *Act* implemented in 2000 was that the opening or closing exercises in schools must include the singing of *O Canada*, and may include the recitation of a pledge of citizenship. In addition, a new *Access to School Premises Regulation* gives principals and boards the right to restrict access to their schools to the students enrolled at their school, their parents or guardians, teachers and other school staff, and any persons authorized by the principal or by school board policy.

Also, school boards are now required to have in place policies on appropriate dress for implementation beginning in September 2001.

Developing and sustaining a rigorous and challenging province-wide curriculum

With the implementation of the new Grade 10 curriculum, the release of the new Grade 11 and 12 curriculum, and the release of guidelines for programs to support effective transitions from school to work, the government has completed the most comprehensive improvement ever of what is taught in Ontario's schools.

Key Achievements (cont'd)

Building on the challenging standards established in the earlier grades, Ontario's high school curriculum now also puts strong emphasis on English, science and math.

To support students who want to change course type between Grades 9 and 10, we have developed learning resources that will help them cover important content for their upcoming courses. In Grades 10 and 11, students will be able to take transfer courses to help them move into different types of courses.

To support teachers, we have developed an electronic curriculum planner as well as exemplars for Grade 9 – graded samples of student work – which will help teachers assess their own students' work.

Promoting Accountability

The *Education Accountability Act, 2000*, which was passed by the Ontario Legislature on June 20, 2000, introduced measures to ensure greater **school board accountability** and to enhance the province's authority to uphold education standards. The *Education Accountability Act, 2000* amended the *Education Act* to give the province the authority to intervene in the interests of students if a school board is not meeting its legal and educational responsibilities in the following areas:

- meeting provincial standards for board-wide maximum average class sizes;
- fulfilling instructional time standards for teachers;
- following the *Education Act* and its regulations when authorizing remuneration and expenses for trustees;
- allocating its funds according to the spending requirements outlined in the *Education Act* and regulations; and
- ensuring that its schools and programs meet the requirements of Ontario's new, more rigorous curriculum.

In 2000-2001, classroom spending will increase from 61% [in 1997] to 64% of school boards' total allocation for operating purposes.

As the first steps in Ontario's plan for greater accountability and quality standards for **special education**, the government released new province-wide standards for school boards' overall special education plans. We also released standards for Individual Education Plans (IEPs). These provide clear, consistent direction about what should be in a student's IEP and require that schools ask parents for their input.

Greater **parental involvement** in education not only supports student achievement, but it encourages schools and school boards to be more directly accountable to parents. In 2000-2001, government continued its support for parental involvement in the school system through an important new regulation that strengthens the advisory role of school councils so as to give parents more influence over their children's education.

By fall 2001, school councils will have the right to make recommendations to their schools on any matter, including – but not limited to – the selection process for principals and vice-principals and the implementation of the *Code of Conduct*. All school boards and principals will not only be required to seek the advice of school councils, but also report back to them on how this advice has been taken into account.

To give school councils the stronger provincial voice for which they had been asking, the government restructured the Ontario Parent Council. School councils can now nominate six regional school council representatives to the Ontario Parent Council from across the province.

Accountability in education includes accountability for **student achievement**. Standardized tests are important tools in promoting accountability throughout the education system because it gives parents and vital information about where students are making progress and where improvement is needed.

In 2000-2001, the government expanded the province's standardized testing program with the launch of the first provincial Grade 10 literacy test. In addition, every Grade 9 student in Ontario wrote a new standardized math test, with results to be released in fall 2001. In Fall 2000, we also received the results of the 1999 Third International Math and Science Study (TIMSS), in which a sample of Ontario's Grade 8 students participated. The results showed that Ontario students have improved in math and science when compared with Ontario's 1995 TIMSS results.

The government also announced the creation of a Task Force on Effective Schools in January 2001. The Task Force's mandate is to conduct a thorough evaluation on how we can improve school and school board practices that directly affect student learning and achievement.

Ensuring excellence in teaching

Excellence in learning starts with excellence in teaching. Ontario has many excellent and dedicated teachers, but we need to ensure that all teachers have the skills and knowledge to help students achieve higher standards.

Key Achievements (cont'd)

To ensure that teacher training and learning is as consistent, effective and rigorous as it can be, the ministry began to implement a comprehensive Ontario Teacher Testing Program in 2000-2001.

Pending any required legislative approval, the complete program will include mandatory professional development with re-certification every five years; a qualifying test for all new teachers; an internship program for new teachers; a province-wide performance appraisal system that includes input from parents and students; and recognition for teaching excellence.

In 2000-2001, the ministry released the program framework and implemented the first component of the program: a language proficiency test for new teachers who were trained outside Ontario in a language other than English or French.

Providing support and resources

As part of our commitment to support the publicly-funded education system, the province continues to improve education funding. In spring, 2000, the province refined student-focused funding and increased funding to school boards for the 2000-2001 school year by more than $300 million – from $13.2 billion in 1999-2000 to over $13.5 billion.

For special education:

- total provincial funding for special education was $1.35 billion in 2000-2001 – a 12 per cent increase over the previous school year.

To support excellence in the classroom, we:

- invested $70 million annually to help students in junior kindergarten to Grade 3 who need to improve their reading skills;
- provided funding to support extra help for students in Grades 7 to 10 who are having difficulty meeting the new provincial standards in language and math;
- invested $30 million for new textbooks and learning materials for Grade 10 students;
- provided help for French-language students who need to develop greater skills in their first language;
- adjusted the English as a Second Language component of the Language Grant to increase the funding available to school boards;
- provided $64 million to support the new teacher adviser program;
- invested $257 million a year to support lower average class sizes at both the elementary and secondary levels;
- provided $16.5 million to train teachers in implementing the new curriculum and to increase their skills in other areas; and

Key Achievements (cont'd)

- provided sample course plans for the new Grade 10 curriculum, samples of student work illustrating levels of achievement defined in the curriculum, and an electronic curriculum planner on CD-ROM.

Key Commitments and Strategies for 2001-2002

A number of key strategies, subject to passage by the Legislature where required, will continue to ensure that students who graduate from Ontario schools are equipped with the necessary skills to succeed in a fast-paced, 21st century world.

Promoting a safe and respectful environment that supports learning

The *Safe Schools Act, 2000* gives school boards, principals and teachers the legislative authority to enforce strict standards of behaviour. When the final provisions of the act are implemented by fall 2001:

- teachers will be able to issue one-day suspensions and principals will be able to expel students for up to one school year for a variety of disruptive behaviours and serious infractions, as set out in the provincial Code of Conduct;
- expelled students will have to successfully complete a strict discipline or equivalent program to re-enter the regular school system;
- school employees who have regular access to students will be required to have criminal background checks; and
- a majority of parents at any school, through school councils, will be able to decide on an appropriate dress code for their children.

Developing and sustaining a rigorous and challenging province-wide curriculum

As part of the ongoing implementation of the new province-wide curriculum, 2001-2002 will be the first year that the new Grade 11 curriculum, with its innovative destination-based courses, is taught across Ontario. The ministry will release the Grade 10 and 11 Transfer Course curriculum to help students meet learning prerequisites if they decide to move between course types during their high school careers.

The ministry is also continuing to work on curriculum policy to develop provincial standards for Interdisciplinary Studies in Grades 10 to 12. The ministry will also be releasing curriculum policy documents for Native Languages, Extended French and Immersion French for Grades 1 to 8.

Key Commitments (cont'd)

To provide further support for the implementation of the new Ontario Curriculum, the ministry will develop curriculum resource documents for English as a Second Language and for grammar for Native Languages.

Promoting Accountability

School boards will continue, as always, to be accountable to their communities for how they allocate funds. Performance and accountability measures of school boards will be gathered and posted on the government website, and school boards will be required to report annually on how they use their funding. These results will be made public.

As the next step in our three-year plan to promote greater accountability and quality standards for **special education**, the province will develop program standards that will set province-wide criteria for special education programs for a range of exceptionalities. The first program standards will be released in 2001.

The coming year will also see a significant new initiative in support of direct **parental involvement** as we continue to work to ensure that the education system is accountable to parents. Starting in November 2001, the government plans to launch annual surveys to measure parents' satisfaction with the education their child is receiving.

We will also continue to support a stronger role for school councils, and in 2001-2002, school councils will have a new voice in many policies that affect students, such as:

- the selection process for principals and vice-principals;
- the local *Code of Conduct*, including the setting of an appropriate dress policy; and
- action plans for student improvement based on test results from the Education Quality and Accountability Office.

As a further step in increasing accountability to parents and in promoting accountability for **student achievement**, Ontario will continue to test students against defined provincial standards based on the Ontario Curriculum. The 2001-2002 school year will be the first in which the Grade 10 literacy test will count towards a student's high school diploma. Work will also begin on expanding the provincial student testing program to other grades so parents and teachers can better judge how well students are progressing from year to year.

In 2001-2002, we will also implement the province's new Early Reading Strategy. The Strategy requires every school to set targets to improve the reading achievement of Junior Kindergarten to Grade 3 students, as measured by the province-wide Grade 3 test, and to report annually to parents on the school's progress. Principals, school councils and teachers will have key roles in setting targets and putting improvement plans into action.

Key Commitments (cont'd)

Specialist teams will assist in selected schools that the ministry and boards have identified as consistently low-performing. The teams will help these schools identify problem areas and develop plans so their students can succeed.

In addition, as announced as part of our April 2001 Throne Speech commitments, the government intends to require that schools promote only those students who achieve at an acceptable level. Performance-based promotion will ensure parents that Ontario's students have the skills and knowledge they need as they progress through the education system.

Ensuring excellence in teaching

Subject to approval by the Legislature, we plan to continue implementing the Ontario Teacher Testing Program as part of our ongoing commitment to ensure that all Ontario teachers have the up-to-date knowledge and skills they need to help students reach their full potential. For the 2001-2002 school year, we intend to introduce:

- **Mandatory continuing certification requirements:** Members of the Ontario College of Teachers will be required to meet continuing certification requirements every five years to show they are up to date in their knowledge and skills. To maintain their certification, teachers will have to successfully complete seven core courses and seven elective courses over each five-year cycle.
- **Qualifying test:** All new teachers will have to pass a qualifying test before they can teach in Ontario.
- **Induction:** An induction program, similar to an internship, is planned for development, to help new teachers develop good classroom management and teaching skills through coaching and support from more experienced colleagues.
- **Performance appraisal:** The government plans to establish new province-wide standards to ensure that principals and school boards evaluate all teachers in the same, consistent way across the province. The planned standards would allow parents and students to be involved in the teacher assessment process.
- **Recognition:** The government plans to create programs that recognize teaching excellence, and as announced in the April 2001 Throne Speech, we will encourage school boards to reward high-performing teachers and principals.

In addition, we are working closely with the Ontario College of Teachers, the Ontario Teachers' Federation and Ontario's faculties of education to meet Ontario's growing demand for new teachers by recruiting the finest candidates to the teaching profession.

Providing support and resources

For the 2001-2002 school year, funding for education in Ontario has been boosted by more than $360 million, to over $13.8 billion. Subject to approval by the Legislature, we have committed to a number of initiatives to support our students, teachers, school boards and parents:

- For **school boards**: We will continue to ensure that the student-focused funding formula provides the resources that boards need to deliver a quality education program. We will also allocate the funding in a way that gives boards greater flexibility to address local priorities.
- To support our **students**: We will require that schools provide those who are falling behind with the extra support they need to catch up. In addition to the Foundation Grant funding for learning resources, we will provide additional investments in textbooks and student learning resources to ensure that students have relevant, up-to-date materials to help them learn the new curriculum. To support our Early Reading Strategy, we will provide $24 million in funding to: train elementary principals and lead teachers on how to use target setting and assess students' reading skills to provide better instruction; provide additional resources for selected schools that need extra help; and purchase student learning resources to support early reading.
- For **teachers**: We will continue to provide resources to assist with the implementation of the new province-wide curriculum. These include sample courses of study for Grade 11 curriculum and nearly 100 additional sample units of instruction for a range of subjects in Grades 1 to 8, including units to specifically support teachers in combined-grade classes. The ministry will also continue to develop and release additional curriculum exemplars -- samples of graded student work -- for a variety of elementary and secondary courses to help teachers with student assessment. Further, Circular 14, the list of ministry-approved learning materials, will be replaced with new provincial guidelines that permit local flexibility.
- For **parents**: We will allow parents more choice to enroll their children in any available school within their system. For parents who choose to send their children to schools outside the public education system, we will support education choice through the Equity in Education Tax Credit, announced in the 2001 Provincial Budget. Furthermore, as announced following the April 2001 Throne speech, we will eliminate the institutional bias against home schooling and help parents who choose to educate their children at home by facilitating access to standard tests and other learning tools.

KEY PERFORMANCE MEASURES

Core Business: Elementary and Secondary Education

The Ministry goal for Ontario's elementary and secondary education system is strengthened student performance. All students, including those with special needs, will have the skills and knowledge they need to lead fulfilling lives and to compete and succeed in a competitive global economy.

Attaining student performance targets requires the co-operation and co-ordination of efforts by the ministry and its education partners, including the Education Quality and Accountability Office, board and school administrators, teachers, support staff, employers and post-secondary institutions. Student performance is affected by many factors both within and outside of the education system, including broader society influences such as community values, student values and the influence of parents.

Performance expectations (measures and targets) for the Education Sector as a whole -- and Ministry performance measures and commitments -- are set out in the remainder of this document.

EQAO 2000 Grade 3: Percentage of students achieving Level 3 or 4

		Change from 1999
English-language schools:		
Reading:	49	+5
Writing:	52	+1
Mathematics:	57	+1
French-language schools:		
Reading:	45	+3
Writing:	49	-3
Mathematics:	42	+3

EQAO 2000 Grade 6: Percentage of students achieving Level 3 or 4

		Change from 1999
English-language schools:		
Reading:	50	+2
Writing:	48	0
Mathematics:	51	+5
French-language schools:		
Reading:	59	0
Writing:	58	0
Mathematics:	57	+2

Key Performance Measures (cont'd)

Ministry goal: Students will learn in safe schools that are conducive to learning and teaching, within an environment that promotes responsibility and respect, to support strengthened student performance.

Ministry contributions: The ministry contributes by setting and supporting appropriate learning environment standards and expectations for the education sector, and by providing appropriate assessment, support, and accountability mechanisms for the achievement of these standards.

Measure	Standard/Target	2001-2002 Commitments
Safe Schools and Code of Conduct: Percentage of schools that have implemented Safe School and Code of Conduct policies and practices.	100% of schools have implemented Safe School and Code of Conduct policies and practices by end of 2002-2003.	• 100% of boards will have local Code of Conduct policies in place by the end of 2001-2002. • 100% of boards will have School Councils involved in the development of local Code of Conduct policies by the end of 2001-2002. • Baseline of parental satisfaction to be established
Capital: The capacity of Ontario's schools to accommodate students in "permanent" classrooms.	As of March, 1999, there were places in "permanent" classrooms for about 2,100,000 students: • about 1,400,000 in elementary schools and • about 700,000 in secondary schools. Based on ministry calculations of projected demographic growth and demand, additional permanent classrooms for 168,000 students will be constructed by the end of 2004-2005 – the equivalent of 256 new schools.	Projects launched during 2001-2002 will create about 40,000 student places, for a two-year total of 74,000.
School User Satisfaction: Using data from the ministry's School Facilities Information System [SFIS], the satisfaction with school facilities among principals, teachers, non-teaching staff, members of School Councils, and students.	At least 90% of users – the same percentage as in 2000-2001 – will rate school facilities as "satisfactory" or better.	Maintain the high levels of satisfaction.

Key Performance Measures (cont'd)

Ministry goal: Ensuring that the Kindergarten to Grade 12 Curriculum is relevant and challenging for students and that students with specialized needs receive appropriate programs and supports in order to contribute to improved student performance.

Ministry contributions: The Ministry contributes by setting curriculum and related instructional program standards, and by ensuring that the standards are met by providing resources, training and extra supports for students with special needs.

Measure	Standard/Target	2001-2002 Commitments
Curriculum Quality: The quality of new ministry curriculum and related curriculum support material, as measured by its rigour, relevance and completeness against national and international standards.	Curriculum will meet or exceed appropriate national and international standards such as: 1. the International Baccalaureate and the pan-Canadian curriculum standards; and 2. apprenticeship and other workplace training entrance requirements, such as sector councils.	Curriculum reviewed and benchmarked against any new or updated releases of national and/or international standards.
Special Needs Students: Percentage of students with special needs that are provided with a range of program and services which will enable them to develop to their full potential.	100% of student Individual Education Plans (IEPs) audited meet the provincial standard.	• School boards will work with the Ministry to ensure that 60-80% of IEPs audited meet the provincial standard.
Independent Learning Centre Customer Satisfaction: Percentage of Independent Learning Centre students who are "satisfied" or "very satisfied."	Maintain current level of satisfaction: • 95% of student satisfaction with services received from a Learning Services Officer • 95% student satisfaction with service received from the teacher	Maintain current level of satisfaction.
French-language Student Retention: Percentage of Grade 8 French-language students that enrol in Grade 9 French-language secondary schools.	Year-over-year improvement in the overall retention rate of Francophone students in French-language schools.	Determine baseline percentage rate of French-language student retention.

Key Performance Measures (cont'd)

Ministry goal: Ensuring that teachers will have the skills and knowledge required to teach the new curriculum effectively, in order to contribute to strengthened student performance.
Ministry contributions: The ministry contributes by setting direction/standards for qualifying test, on-going professional learning, and teaching practice. Assuring teaching quality requires the active support of the Ontario College of Teachers, the Faculties of Education, school boards, principals, and teachers.

Measure	Standard/Target	2001-2002 Commitments
***Teacher Testing Program Quality*:** The rigour and relevance of the teacher testing program standards for mandatory re-certification, performance appraisals, and the qualifying test.	100% of practising teachers complete mandatory re-certification over a five-year cycle.	Mandatory requirements for teacher re-certification approved and re-certification system designed; baselines will be established.
	100% of Boards implement provincial performance appraisal system.	Provincial standards for teacher performance appraisal approved.
	Each year, all graduates of Faculties of Education will complete the qualifying test.	Field trials for teacher qualifying test completed.
Enhanced Ministry-Funded Training for Curriculum Implementation: Percentage of eligible teachers and other educators participating in ministry-funded training for curriculum implementation.	10% year-over-year increase in participation rate of eligible educators.	• There will be a 10% increase over 2000-2001 in projected teacher-days for training at school level Elementary 40,000 Secondary 46,000 Total 86,000 • 4,000 teachers – most of whom teach grades 11 and 12, to participate in discipline-specific training. • 7,000 elementary and secondary teachers to participate in Ontario Teachers' Federation Summer Institutes for elementary and secondary teachers.

Key Performance Measures (cont'd)

Ministry goal: Funding for the elementary/secondary system. It will be classroom-focused and fairly allocated. The system will have an information technology infrastructure that will prepare students to participate in a knowledge-based economy and society.

Ministry contributions: The ministry contributes by setting the standards (level and allocation) of funding, by developing an information technology strategy, and by ensuring that the standards are met by its delivery partners.

Measure	Standard/Target	2001-2002 Commitments
Classroom Focused Funding: A reformed, streamlined elementary/ secondary school system with classroom-focused resources that are equitably allocated, as measured by: Percentage of boards in compliance with targets for spending envelopes, based on reports provided to the ministry by the boards Percentage of school boards audited in compliance with ministry standards, based on compliance audits conducted by ministry staff.	100% of school boards will be in compliance with individual, board-by-board targets for spending envelopes: • classroom spending • special education • administration/governance • pupil accommodation.	100% of boards will be in compliance, or an action plan to ensure compliance will be in place.
	100% of school boards audited by Ministry staff will be in compliance with ministry standards.	100% of boards audited will be in compliance, or an action plan to ensure compliance will be in place.

2000-2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Education

Operating	$8,096 million**
Capital	$4 million
	1,470 staff

Elementary/Secondary

Operating	$8,075 million***
Capital	$4 million
	1,246 staff ****

- elementary and secondary policy and program delivery
- educational institutions
- support for elementary and secondary schools

Internal Administration

Operating	$21 million
	224 staff*****

Note: Staff numbers are shown as full-time equivalents.

* PSAB based
** Excludes Teachers' Pension Plan
*** Excludes local revenues provided to school boards
**** Includes 771 staff in Provincial Schools
***** Includes shared Corporate staff supporting the Ministry of Education and the Ministry of Training, Colleges and Universities

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Education

Operating	$8,471 million**
Capital	$16 million
	1,465 staff

Elementary/Secondary

Operating	$8,451 million***
Capital	$16 million
	1,241 staff****

- elementary and secondary policy and program delivery
- educational institutions
- support for elementary and secondary schools

Internal Administration

Operating	$20 million
	224 staff*****

Note: Staff numbers are shown as full-time equivalents.

* PSAB based
** Excludes Teachers' Pension Plan
*** Excludes local revenues provided to school boards
**** Includes 771 staff in Provincial Schools
***** Includes shared Corporate staff supporting the Ministry of Education and the Ministry of Training, Colleges and Universties.

Who to Call

Questions or comments about the ministry's business plan are welcomed.

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MINISTRY OF ENERGY, SCIENCE AND TECHNOLOGY

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Jim Wilson

The Ministry of Energy, Science and Technology is committed to maintaining an efficient and environmentally-sustainable energy sector which will protect and benefit all Ontario consumers. The ministry is also committed to expanding partnerships that promote science, technology and innovation.

The government has reaffirmed its commitment to a competitive electricity market. The monopoly under the former Ontario Hydro will be replaced by May 2002 with an open marketplace in which consumers can choose who will supply them with electricity. We are confident that the conditions required for a smooth transition will be in place by next spring.

Four key principles will guide us in achieving this goal in the year ahead. We will: protect consumers and give them more choice; ensure a strong business climate with a reliable supply of electricity; protect our environment; and encourage new ways of doing business and support the search for alternative sources of power.

Clearly, we must ensure that Ontario's electricity supply remains safe and reliable, that prices remain competitive, and that consumers get the best deal possible.

Our strategy for science and technology continues to be based on three key building blocks: enhancing community awareness and support for science, technology and innovation; building science and technology infrastructure; and creating incentives for commercialization and growth.

Our ultimate goal is to create high-paying jobs and a higher quality of life for all Ontarians. To do this, we are creating partnerships with key stakeholders through programs such as the Ontario Research and Development Challenge Fund, the Ontario Innovation Trust and the Premier's Research Excellence Awards.

I look forward to continuing to expand and strengthen these partnerships in the year ahead.

Jim Wilson

The Honourable Jim Wilson
Minister of Energy, Science and Technology

Ministry Vision

The Ministry of Energy, Science and Technology envisions an environmentally-sustainable and prosperous economy, fuelled by innovation and a competitive energy sector.

Core Businesses

The Ministry of Energy, Science and Technology has two core businesses: Energy, and Science and Technology.

Energy

The Energy Division's core business consists of energy policy development and implementation through the Ontario Energy Board.

- The division's core business is to promote an efficient and competitive energy sector to protect consumers, as well as ensuring a safe and reliable energy supply and an environmentally-sustainable energy industry.

- With the passage of the *Energy Competition Act, 1998*, the ministry has continued to move forward with its plan to restructure Ontario's electricity system. A key goal has been to set energy policy within which the Ontario Energy Board (OEB) ensures benefits to consumers through its regulatory and licensing roles for natural gas and electricity.

- The government's plan for opening the electricity market to competition is based on four key principles: protecting consumers and giving them more choice, ensuring a strong business climate with a reliable supply of electricity, protecting our environment, and encouraging new ways of doing business and new sources of power.

- A competitive market will depend on new companies generating and selling electricity to Ontario consumers. The ministry is encouraging new investment in the energy sector and the development of alternate energy technologies in order to provide a choice of energy supplies, including those that are environmentally sustainable, and to reduce the environmental impact of energy use.

- The benefits we expect from a competitive electricity market include competitive rates for consumers as well as choice of electricity provider, more investment opportunities in the generation and retailing of electricity, increased job creation, improved air quality and minimal red tape. Private investors have already proposed about $3 billion in new generation investment, representing almost 3,000 megawatts. All of these projects propose to use cleaner alternative power sources.

- Oil and natural gas markets have been deregulated since the 1980s. The ministry provides information to the public and represents Ontario's interests as an energy-consuming province in regulatory proceedings and in federal/provincial meetings on energy policy and trade issues.

Ontario Energy Board

As an agency of the Ontario government, the Ontario Energy Board (OEB) is an economic regulator with regulatory oversight of natural gas and electricity matters in the province. The OEB reports to the provincial legislature through the Minister of Energy, Science and Technology.

- The OEB has implemented a licensing system to facilitate the development of a competitive energy market. Most agents, brokers and retailers of natural gas and electricity have been required to be licensed by the OEB since March 1, 1999, and March 1, 2000, respectively. The board continues to license new electricity market participants so they can enter the market.

- The OEB has an expanded consumer protection role in the evolving energy marketplace. The OEB has implemented licences, codes and guidelines for energy market participants, including a code of conduct for gas marketers and electricity retailers. It has also established an effective complaints resolution process for consumers. If any energy marketers and retailers do not abide by these codes, the OEB can suspend or revoke their licences.

- In 2001-2002, the board will continue to process rate applications from electricity distribution companies in preparation for the opening of the new market. This will clearly identify the commodity costs for consumers, allowing them to make informed choices about their electricity supplier.

- The board is responsible for regulating natural gas and electricity utilities, including the setting of just and reasonable rates. Like other energy regulators throughout the world, the OEB is moving from the cost-of-service approach to performance-based regulation. This will encourage operational efficiencies while reducing regulatory costs.

- The OEB has assumed responsibility for retail electricity market readiness and will advise the government on the technical readiness of electricity market participants to operate effectively in the competitive market.

Science and Technology

The ability to develop and commercialize new technologies, products and services is the key to maintaining and strengthening Ontario's position in the new economy. To encourage and support science, technology and innovation, the Science and Technology Division's core business is focused on creating an innovation culture, building infrastructure and creating incentives to further enhance the province's capabilities to achieve economic growth and environmental sustainability.

- The ministry provides leadership to strategically co-ordinate S&T activities across government and to develop policies that support innovation. This includes working with internal and external groups such as the Ontario Science and Innovation Council (OSIC).

- The ministry promotes partnerships to build an infrastructure that supports innovation by investing in research through the Premier's Research Excellence Awards, the Ontario Research and Development Challenge Fund and the Ontario Research and Innovation Optical Network (ORION).

- The ministry contributes to innovation by strengthening links between basic research and the development of new technology and products through to commercialization. The Ontario Centres of Excellence and Biotechnology Commercialization Centre Fund support technology transfer from research labs to industry to ensure Ontario reaps the benefits of new jobs and a stronger economy.

- The ministry promotes development and use of emerging and enabling technologies to ensure the province will be a world leader in the new economy. Ministry programs stimulate development of clusters in biotechnology and digital multimedia industries. The ministry also supports and encourages adoption of novel Internet applications through Connect Ontario which will help communities to provide services to residents and businesses.

- The ministry markets innovation to a new generation by encouraging students to consider careers in science and engineering and by celebrating successes and showcasing Ontario's scientific and research talent.

Annual Report on Key Achievements for 2000-2001

Energy

The government has announced that Ontario's electricity market will open to competition by May 2002. The government will continue to push for the earliest possible date for opening, contingent on meeting the key principles for market opening.

These market opening principles also fulfil the ministry's mandate as outlined in its Statement of Environmental Values (SEV): to ensure that Ontarians have access to safe, reliable and environmentally-sustainable energy supplies at competitive prices.

On June 7, 2000, the Minister of Energy, Science and Technology issued a Directive to the Ontario Energy Board to put the customer first in reviewing municipal utility rate applications. The OEB decision on implementing the directive was to phase in, over three years, increases sought by municipal utilities in order to earn a market-based rate of return.

A transition regulation for 80 large industrial customers will provide price assistance for a two- to four-year period. This regulation reduces the price shock for an essential input for some industrial customers that compete in world markets. This transition regulation will provide time for these industries to adapt to market pricing. Other customers will not subsidize these contracts; Ontario Power Generation (OPG) will forego revenue and net income that it would otherwise earn by selling this power at market prices.

The OEB has licensed 40 electricity retailers, and 20 more applications are pending. This provides electricity customers in Ontario with the opportunity to choose between a number of offers from various service providers.

In July of 2000, OPG entered into a long-term leasing arrangement with Bruce Power Partnership. This partnership is a major step toward opening the Ontario electricity market to competition and consumer choice. It will also increase the amount of electricity the plant produces, create new job opportunities locally, and increase the supply of "clean" electricity.

The announcement of a market opening date provides greater certainty to potential new investors who have proposed $3 billion in new generation projects. The Minister of the Environment has also announced changes that will ensure that new electricity projects are reviewed in a clear and consistent manner under the province's environmental assessment process.

In addition, Ontario Power Generation plans to return the Pickering A nuclear facility to service beginning in the spring of 2002. This will add another 2,000 megawatts of power – enough power to meet the electricity needs of a city the size of 2 million people.

Further, Bruce Power has announced that it intends to restart two units at the Bruce A nuclear generating station, which would provide an additional 1,500 megawatts in generating capacity. This would provide enough additional power to supply residential customers in London, Kitchener and Hamilton.

The government has said from the beginning of the electricity restructuring process that environmental protection is a key principle. The Minister of the Environment has recently announced tough new environmental emission caps to apply to the electricity sector in Ontario. This follows our commitment to meet or exceed new standards that are enacted in the United States.

Through provisions of the *Energy Efficiency Act,* the ministry is acting to reduce climate change emissions. Opening the electricity market to competition will allow cleaner, more environmentally-friendly electricity generation technologies to be introduced, leading to reduced emissions. Tax reforms for hydroelectric power were announced in September 2000, and will further encourage the development of zero-emission water power.

The government is implementing an environmental labeling program to better inform consumers about their electricity choices. The program requires electricity retailers to disclose their generation sources and ensures that consumers have easy-to-understand information to assist them in selecting electricity offers on the basis of environmental attributes. This information puts more power in the hands of consumers in making choices, and assists retailers to differentiate and promote the environmental attributes of their power offers.

Science and Technology

The ministry provides leadership for and policy coordination of S&T activities across government through internal and external committees such as the Ontario Science and Innovation Council (OSIC). The council, which was announced in 1999, now has a full-time secretariat in place at the ministry.

The ministry is well on its way to fulfilling its mandate to make Ontario one of the leading jurisdictions in the world for research and innovation.

- The ministry announced $20 million for the new Biotechnology Commercialization Centre Fund (BCCF) to help establish regional commercialization centres in London, Ottawa and Toronto. The construction of the Ottawa centre was initiated in the Spring of 2001. The centres will stimulate growth of biotechnology clusters to ensure the benefits from research are developed and commercialized here in Ontario. The BCCF received financial support from the SuperBuild Corporation, a $20-billion, five-year initiative to address Ontario's infrastructure needs and meet the economic challenges of the 21st century.

- The 2000 Ontario Budget announced that $50 million will be invested to establish the new Ontario Cancer Research Network (OCRN). The OCRN initiative will invest in three areas:
  - the Cancer Research Fund will support the discovery of new cancer treatments;
  - a virtual network will speed cancer research by electronically linking researchers, physicians and patients; and
  - a provincial Cancer Tissue Tumor Banking Network will support ongoing laboratory-based research on cancer cells.

- To enhance infrastructure for innovation, the ministry supports Ontario's scientific research and technology development by investing in research at universities, colleges, research institutes and hospitals. During the past year, the ORDCF approved funding of $117 million to 19 leading-edge projects. Including investments by partners, these projects had a total value of $354 million.

- The ministry also invested $24.8 million to support more than 1,500 researchers at 19 institutions through the Ontario Centres of Excellence. In addition, the ministry presented 114 Premier's Research Excellence Awards to new researchers at provincial universities, worth a total of $11.3 million.

- The ministry implemented the Research Performance Fund announced in the 2000 Ontario Budget. The fund flowed $30 million to 50 research institutions throughout Ontario to pay the indirect costs of provincially funded research.

- The 2000 Ontario Budget committed $5 million over five years to the Youth Science and Technology (YS'n'T) initiative. YS'n'T is one of the key building blocks in the Ontario government's science and technology strategy. Its primary goals are:

  - to foster a strong network of organizations promoting science, technology, entrepreneurship and innovation;
  - to ensure youth are comfortable with and understand the basic principles of science, are aware of education and career opportunities, and are attracted to science- and technology-related careers;
  - to spark the entrepreneurial spirit and creativity of Ontario youth; and
  - to showcase innovation in Ontario, promote role models for youth and reinforce the message that Ontario is a province of opportunity.

- In 2000-2001, the ministry invested more than $700,000 in youth science and technology awareness initiatives.

- In May 2000, the ministry announced the Ontario Research and Innovation Optical Network (ORION), a SuperBuild initiative, to connect all universities and colleges and publicly-funded research institutes through a globally-linking network. The network will provide the means for communication among researchers who are working on new, collaborative research and development projects.

- To promote use of strategic technologies, the ministry commenced implementation of the Connect Ontario/GeoSmart initiative jointly with the Ministry of Natural Resources. This SuperBuild initiative will enhance electronic services at the community level. Across the province, 28 regional workshops were held and more than 2,000 people were involved in the development of joint Connect Ontario/GeoSmart project proposals. By the end of the year, the ministry had received over 60 projects of intent and 28 applications for funding. Announcements are expected this year.

Key Commitments and Strategies for 2001-2002

The ministry's activities will be guided by and reflect its Statement of Environmental Values (SEV). These values include:

- encouraging environmentally-sustainable energy production and conservation;
- promotion of renewable and cleaner forms of energy production; and
- identifying opportunities to invest in science and technology to benefit the economy and people of Ontario in an environmentally-sustainable manner.

Energy

The ministry will ensure that electricity restructuring is understood as a key part of the government's plan to prepare Ontario for the 21st century and to keep the economy strong and growing. At the same time, the ministry will continue to be guided by its Statement of Environmental Values (SEV) in all decisions affecting the environment.

The ministry will continue to implement the *Energy Competition Act.* It will introduce appropriate regulations to minimize red tape and ensure the smooth transition to a competitive electricity marketplace.

During the transition to a new marketplace, the ministry will continue to work closely with Ontario Hydro's successor corporations – Ontario Power Generation, Hydro One and the Independent Electricity Market Operator. The ministry will continue to provide information and resolve issues with municipal electric utilities/local distribution companies.

The ministry's consumer information and education program will continue to ensure that consumers are aware of how the new market will operate and what they need to know to be informed consumers.

The ministry's consumer education campaign on electricity restructuring will be backed up with brochures and fact sheets distributed through the ministry call centre, government information counters and shopping centre information kiosks. The ministry will continue to ensure that the public has access to information on electricity restructuring.

In addition, ministry information brochures will be available for distribution in early fall by Hydro One and local electrical utilities to their customers across the province.

New investment in energy will continue to be encouraged, especially for cleaner, more environmentally-friendly energy supplies such as wind energy.

The ministry will ensure that Ontario Power Generation (OPG) continues to accelerate the Market Power Mitigation Agreement to reduce its generating capacity so that other power generators can successfully compete in Ontario's market. OPG has targeted 4,000 megawatts of fossil and hydroelectric generation, including the Lennox, Lakeview, Thunder Bay, Atikokan, and Mississagi generating stations. OPG is looking at various options for "decontrol," including selling assets, swapping generation outputs or leasing facilities.

Efforts will continue to reduce red tape and establish a regulatory environment which will encourage new entrants and investors in Ontario's competitive electricity market.

The ministry will continue in its emergency preparedness role to reduce Ontario's vulnerability to possible supply interruptions (for example, emergencies caused by climate conditions such as ice storms), and will continue to co-chair the federal-provincial working group on energy reliability.

Science and Technology

The ministry's role is being built around three key building blocks:

- enhancing community awareness and support for science, technology and innovation;
- building science and technology infrastructure; and
- creating incentives for commercialization and growth.

These building blocks ultimately lead to the ministry's primary objective: the development of a high-productivity, high value-added industrial base. This is what it is all about – to make Ontario the best place in the world to live, work, invest and raise a family.

For example, the government has set a goal of making Ontario the third-largest home of biotechnology industry in North America and will work to achieve it. This is part of the government's 21-step action plan to move Ontario into the 21st century.

The 2001 Ontario Budget announced the establishment of the Premier's Platinum Awards, consisting of $10 million over the next six years. These high-profile awards will recognize some of Ontario's most outstanding senior researchers, and help build a greater awareness among all Ontarians of the leading-edge research which is currently taking place in the province.

The government supports and fully endorses the Canadian effort to have Ontario host the International ITER Fusion Energy Project, which is expected to be formally submitted by the federal government fairly soon. If Canada's bid succeeds, this research and development project would bring to Ontario 250 of the brightest minds in nuclear energy science, help diversify Ontario's high-tech industry and inject millions of dollars into the provincial economy.

In 2001, the Ontario Science and Innovation Council (OSIC) will provide the Ontario government with advice and recommendations to encourage and support innovation and enhance competitiveness. OSIC will also participate in a benchmarking pilot that will generate an innovation index for Ontario.

The ministry will work to ensure that research, science and technology and the industries that depend on them continue to grow and prosper. This will be accomplished through the application of a range of science and R&D tax incentives – for example, there are specific incentives for corporations which create original interactive digital media products in Ontario.

The ministry intends to help make Ontario among the best North American jurisdictions for research, development and innovation, and for the jobs and prosperity they bring. In 2001-2002, the ministry will continue to support the creation of new community-based biotechnology commercialization centres that will help facilitate the development of new biotechnology start-ups.

The Ontario Cancer Research Network (OCRN) will be delivered by an outside service provider to be selected through a competitive request for proposals (RFP) process. The successful provider must have a plan for the OCRN to be financially self-sufficient within three years.

The 2000 and 2001 Ontario Budgets illustrate this government's continued commitment to building one of the most competitive jurisdictions for business, investment and job creation in North America.

The Corporate Income Tax Rate Cuts, the Capital Gains Inclusion Rate Reduction, and the Employer Health Tax Exemption for Eligible R&D-Intensive Companies all reflect the government's strong commitment to strengthening Ontario's competitive fundamentals for R&D and commercialization.

In 2001-2002, the ministry will work with communities through Connect Ontario to support economic development through the increased use of information and communication technologies. As well, the ministry will commence implementation of an advanced high-speed research network, the Ontario Research and Innovation Optical Network (ORION) to connect Ontario's researchers, educators and scientists to colleagues across the province and around the world.

Connect Ontario and ORION are both SuperBuild initiatives, aimed at ensuring that Ontario has the infrastructure and partnerships in place to support future growth and development.

The ministry will continue to increase awareness of science, technology and innovation to youth through its YS'n'T initiatives and outreach programs. The primary objective is to give our young people every opportunity to explore science in a creative and fun way.

The ministry will continue to work to increase the support of university research by the private sector. And, the ministry will continue to monitor and assess the impact of government programs on private sector contract research at Ontario universities.

One of the ministry's primary goals is to facilitate and encourage these relationships, with the ultimate goal of seeing more innovative products, technologies and services brought to market right here in Ontario.

Key Performance Measures

Core Business: Energy

Ministry goal: The energy markets operate competitively and provide safe, secure and sustainable supplies of energy to Ontarians.

Contribution to goal: As Ontario moves to a competitive market, Ontario electricity consumers will have the power to choose the retailer from whom they will buy their electricity. Competition will encourage investments which will in turn generate jobs and an efficient energy sector.

Contextual information: The government continues to place a high priority on safety, reliability, and sound environmental practices in the energy industry.

New opportunities have emerged as a result of changes in the North American electricity industry from one based on monopoly to one based on competition. Ontario needs to restructure its electricity industry in order to support investments and jobs through competitive electricity prices and the best possible electricity service, and has designed its restructuring plan to maintain and improve on current performance.

Public policy indicators:

1. The ministry will monitor electricity prices and competitiveness of the Ontario electricity market and assess and report on market competitiveness.
2. The ministry will track new energy investments in the province to ensure that consumers continue to have future reliable electric power supply.
3. The ministry will continue performing regular monitoring of natural gas, gasoline and diesel prices to be able to provide consumers with this information on a regular and timely basis. Gasoline and diesel price management is under the mandate of the Ministry of Consumer and Business Services.

Measure	Standard / Target	2001-2002 Commitments
The competitive electricity market opens.	Wholesale and retail electricity markets open together subject to meeting four principles: ▪ Protecting consumers and offering more choice ▪ Ensuring a strong business climate with a reliable supply of energy ▪ Protecting our environment ▪ Encouraging new ways of doing business and new sources of power.	Market opens by May 2002.

Ministry goal: Environmentally sustainable energy industry is promoted.

Contribution to goal: Opening the electricity market to competition will allow cleaner, more environmentally-friendly electricity generation technologies to be introduced, leading to reduced air emissions.

Contextual information: More than 80 per cent of Ontario's greenhouse gas emissions originate with energy use and production. With the government enunciating that environmental protection is a key principle, there will be increasing pressure to address air quality issues associated with energy.

Measure	Standard / Target	2001-2002 Commitments
Renewable energy production and efficient use of energy.	Baseline and long term targets on the production and use of renewable energy resources will be established one year after electricity market opening.	Establish baseline and targets on renewable energy resource production and use.
	Energy saved by consumers through increased use of energy efficient products 2001: 10.3 peta joules* 2002: 10.8 peta joules 2003: 11.5 peta joules *Peta (10 to the 15th) joules is a measure of energy.	Meet target.

Core Business: Science & Technology

Ministry goal: To monitor job growth in Ontario's knowledge-based/innovation economy as compared to job growth in other key jurisdictions in Canada and the U.S.

Contribution to goal: Relates to S&T Strategy, "High Value Added Jobs Base."

Contextual information: An impact measure that indicates the overall resilience of Ontario's knowledge-based economy.

Measure	Standard / Target	2001-2002 Commitments
Job growth in Ontario's knowledge-based economy as compared to selected other jurisdictions.	To sustain a growth rate that will allow Ontario to outperform all other provinces and lead Canada in the creation of net new jobs in the knowledge-based economy.	To determine appropriate indicators and establish benchmark data and targets for this measure.

Ministry goal: Increase private sector investment in contract research at Ontario Universities.

Contribution to goal: Relates to S&T infrastructure and incentives for commercialization and growth.

Contextual information: The Ontario Research and Development Challenge Fund, Premier's Research Excellence Awards and Centres of Excellence initiatives are focused on increasing the research capacity and capability of Ontario universities and research institutions to conduct research of interest to industry.

Measure	Standard / Target	2001-2002 Commitments
Value of contract research funded by the private sector performed by universities and institutions.	Growth in the value of contract research over the next five years: 2000-2001.....1 per cent 2001-2002.....2 per cent 2002-2003.....3 per cent 2003-2004.....4 per cent 2004-2005.....5 per cent	The value of contract research in 2001-2002 will show a 2 per cent increase over the previous year.

Ministry goal: Increase participation by Ontarians and businesses in the digital economy.

Contribution to goal: Relates to awareness and support for S&T and innovation.

Contextual information: The use of computer-based information and communication technology is critical to the economic growth and competitiveness of Ontario communities, businesses and residents. Development, demonstration and implementation of these systems will enable businesses, the public and volunteer organizations, research and development interests and citizens to use these communications and information systems productively.

Measure	Standard / Target	2001-2002 Commitments
Increased access to information and communications technologies by Ontario communities, researchers, businesses and citizens.	Increase access in 100 communities by 2005-2006.	Increase access to a minimum of 35 communities in Ontario.

Ministry goal: Growth in Ontario health and biotechnology industries.

Contribution to goal: The development of biotechnology start-up firms will contribute to job growth and growth of the biotechnology sector.

Contextual information: The Biotechnology Commercialization Centres Fund provides assistance for the construction of regional-based commercialization centres to house start-up biotechnology firms from Ontario's universities, hospitals, research institutes and private industry. The centres will be ramped up over the next two years (2001 and 2002) with full occupancy expected by 2004. The start-up companies will remain at the centres for up to three years.

Measure	Standard / Target	2001-2002 Commitments
Help develop the Ontario biotechnology industry through the development of new company start-ups.	The number of new biotechnology start-up companies from the BCCF program commencing 2000: 2001-2002.....10 2002-2003.....30 2003-2004.....15	The Biotechnology Commercialization Centres in London and Ottawa will complete construction and commence operation.

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Energy, Science and Technology

Operating	$469 million
Capital	$80 million
	215 staff

Energy**

Operating	$342 million
Capital	$80 million
	135 staff

Science and Technology

Operating	$121 million
	45 staff

Ministry Administration

Operating	$6 million
	35 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB-based

**The Energy Core Business includes the Ontario Energy Board and the consolidation of the Independent Electricity Market Operator (IMO).

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Energy, Science and Technology

Operating	$284 million
Capital	$76 million
	250 staff

Energy**

Operating	$133 million
Capital	$53 million
	160 staff

Science and Technology

Operating	$144 million
Capital	$23 million
	55 staff

Ministry Administration

Operating	$7 million
	35 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB-based

**The Energy Core Business includes the Ontario energy Board and consolidation of the Independent Electricity Market Operator (IMO).

Who to Call

Questions or comments about the ministry's business plan are welcomed. For information on the Ontario Ministry of Energy, Science and Technology, visit the ministry's Web site at http://www.est.gov.on.ca

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MINISTRY OF THE ENVIRONMENT

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Elizabeth Witmer

As Minister of the Environment, I am pleased to share with you our 2001-2002 business plan. It outlines the ministry's achievements over the past year and our commitments and targets for the coming year, to further strengthen the health of our environment and our communities.

On February 7 of this year, when the Ontario Government accepted the report from Valerie Gibbons entitled *Managing the Environment: A Review of Best Practices*, it signalled a shift toward a new and forward-looking vision for protecting the environment.

We will build stronger partnerships, both across ministries and with the businesses, community groups and citizens who make conservation and pollution prevention a daily concern. We will invite participation in every stage of environmental protection, from planning and management to monitoring and enforcement.

While our strategic approach to managing the environment continues to evolve, our primary concern remains the same: protecting our air, water, land and the health of our citizens. In the coming year, we propose to modernize and strengthen the laws that protect the quality of our environment.

Improving Ontario's air quality and meeting our commitments to reduce emissions will continue to be a major focus. We will build on the comprehensive environmental protection framework that we proposed for Ontario's electricity market and will move to make additional sectors part of our Air Quality and Climate Change Strategy.

In the past year, we have worked hard to ensure that Ontario's drinking water is the best and safest drinking water in Canada. We will continue Operation Clean Water and move forward on a comprehensive strategy to protect Ontario's groundwater. We will work to increase the amount of waste diverted from landfills and develop a framework for cleaning up contaminated lands.

As our new vision of environmental management takes shape, we will rely on contributions from all Ontarians to make this challenging transition a success.

Elizabeth

The Honourable Elizabeth Witmer
Minister of the Environment

Ministry Vision

Our vision is an Ontario where human health, ecosystems, recreation, commerce and industry are sustained by clean air, water and land.

To fulfil this vision, the ministry sets clear policies, standards and rules to protect the environment and to encourage conservation activities. Along with monitoring the environment and enforcing these rules, the ministry looks for innovative approaches to complement legislation and regulations. These include working with communities, industries and organizations towards finding flexible, practical, cost-effective ways to strengthen environmental protection and conservation efforts.

In the future, we will broaden environmental responsibility across all ministries and beyond, to involve community groups, businesses, academics, and the public, all within a climate of *openness, accountability* and *continuous improvement.*

A healthy, natural environment is vital to the well-being of our families. We continue to play an important role in making this province one of the best jurisdictions in North America in which to live, work and raise a family by providing better, stronger and clearer environmental protection.

We invite all Ontario residents, community representatives, experts and concerned citizens to join us in shaping and realizing a bold, new 21st century vision of environmental health and safety.

Core Businesses

Environmental Protection

The ministry is in the business of safeguarding our environment by working to ensure cleaner air, water and land, and healthier ecosystems for the health and welfare of all Ontarians.

Guided by the *Managing the Environment Report*, we will move forward with a new vision that will enable the Ministry of the Environment to carry out its core business of environmental protection more effectively. We start from a strong foundation of clear laws, stringent regulations and tough standards. Building on this foundation, we will encourage all polluters to move beyond what is required by law, adopting an ethic of *continuous improvement*. Working with stakeholders, the ministry will develop a full set of regulatory and non-regulatory tools and incentives to ensure effective environmental protection in the 21st century.

Conservation and Stewardship

The ministry is also in the business of encouraging and providing guidance on environmentally sustainable use of water, land and resources. This means maximizing efficient use of resource materials and becoming better stewards of the environment.

The recommendations contained in the *Managing the Environment* report confirm and enhance the importance of the ministry's role as a champion of conservation and stewardship. Raising environmental awareness and instilling a province-wide ethic of continuous improvement, pollution prevention and resource conservation is fundamental to effective management of the environment. The ministry will put renewed emphasis on being one of the leaders in the monitoring and dissemination of environmental information and knowledge, but also reach out to all levels of government, to industry, municipalities, communities, organizations, universities and individuals through a broad range of environmental partnerships. More than ever, we can reduce pollutants and waste, save energy and conserve resources by working together.

Annual Report on Key Achievements for 2000-2001

Protecting Air Quality

The Ontario government has developed one of North America's most comprehensive strategies to fight smog and other forms of air pollution. Although more than half of Ontario's smog drifts over the border from the United States, the province has taken strong action at home to reduce emissions from its own sources. Real progress was made this past year and more actions are on the way.

The ministry announced tough new measures, targeted directly at smog, acid rain and climate change, to strengthen our already aggressive campaign to improve air quality in Ontario and meet our commitments under the Anti-Smog Action Plan (ASAP). ASAP's target is to reduce smog-causing emissions by 45 per cent (from 1990 base year) by 2015.

In May 2000, the government placed a moratorium on the sale of all coal-fired electricity plants while it reviewed environmental protection measures. The review, completed in the spring of 2001, proposed a framework of actions that will allow the government to lift the moratorium.

Proposed actions include strict emissions limits for the six fossil-fuel plants currently owned by Ontario Power Generation. When fully implemented in 2007, the current limit on smog-causing nitrogen oxides would be reduced by 53 per cent, while the cap on acid rain-causing sulphur dioxide would be cut by 25 per cent. The proposed caps would be extended to all electricity generators in the province by 2004. The ministry also proposed a regulation requiring the Lakeview Generating Station in Mississauga to cease burning coal by April 2005.

A discussion paper was released on emissions reduction trading – an innovative program that would make polluters pay, while rewarding businesses that are able to reduce their air emissions. The ministry will use the feedback generated by the discussion paper for developing a regulation that would govern Ontario's system of emissions reduction trading. The proposed system would include special safeguards to verify and monitor trades in an open, transparent market.

In May 2000, a regulation was implemented requiring the electricity sector to monitor and publicly report on 28 substances, including key smog, acid rain and climate change causing pollutants. This regulation (Ontario Regulation 129/01) was expanded on May 2, 2001 to include a total of 358 air pollutants, and now covers other large industrial facilities - such as iron and steel manufacturers and petroleum refiners. Ontario is the first jurisdiction in the world to require monitoring and reporting of the full suite of greenhouse gases.

More than half of our smog originates from U.S. sources. The Ontario Government continued as an intervenor before the U.S. Supreme Court to support the U.S. Environmental Protection Agency (USEPA) transboundary smog rule. Ontario welcomed the U.S. Supreme Court's recent decision to uphold the rule. The people of this province can expect to benefit from cleaner air as a result.

In January 2001, Ontario's Drive Clean program officially expanded into its Phase 2 area – urban centres from Peterborough to Sarnia and the Niagara Region. Drive Clean facilities have tested about 2.5 million light-duty vehicles and 200,000 heavy-duty trucks and buses since 1999. In its first year, Drive Clean produced an estimated 6.7 per cent reduction in smog-causing pollutants from the program area. When fully implemented in 2004, the program is expected to reduce smog-causing emissions from vehicles in the program area by 22 per cent (or 62,000 tonnes), while also cutting 100,000 tonnes of greenhouse gases – the equivalent of taking 23,000 cars off the road. In March 2001, the ministry announced public consultations on improvements to the Drive Clean program.

On climate change, we worked with the federal government and other provinces and territories to examine national options and the consequences of the Kyoto Protocol. At home, the ministry worked with other ministries to take action and plan for the investment of Ontario's $10 million Climate Change Fund.

In February 2001, the ministry posted decisions to strengthen air standards for 14 substances as part of the first major overhaul of environmental standards in more than 20 years. We also released two discussion papers related to implementing new air quality standards for public comment.

Protecting Water Quality

Clean drinking water cannot be taken for granted. The recent events in North Battleford, Saskatchewan serve as reminders of the need for vigilance and strong actions across all Canadian communities in order to protect the quality of our water.

Here in Ontario, the government launched Operation Clean Water in August 2000 – a groundbreaking comprehensive action plan to ensure Ontario residents have the best, safest drinking water in Canada. The cornerstone of this comprehensive action plan is the *Drinking Water Protection Regulation* (Ontario Regulation 459/00), which applies to municipal waterworks and other large systems. Key requirements of the new regulation include: regular and frequent sampling and testing; stringent treatment requirements; public reporting; clear rules on reporting adverse results; and the required use of accredited laboratories.

The ministry launched consultations on testing and reporting requirements for small waterworks and worked with other ministries on establishing Round One of the Ontario Small Town and Rural development initiative. Under this first round, the province will commit a minimum of $240 million to address public health and safety infrastructure priorities, including compliance with the new Drinking Water Protection Regulation (DWPR).

Last year, the Ministry completed the inspection of 645 municipal water treatment plants, 169 municipal sewage treatment facilities and 277 industrial waste-water facilities in Ontario. Municipal waterworks inspections will now take place annually at all facilities.

In response to the events in Walkerton, we took decisive action to restore a safe supply of drinking water to residents. Walkerton's water supply has undergone one of the most extensive remediation and monitoring programs ever undertaken on a communal water system in Ontario. This was an extraordinary situation that demanded – and received – extraordinary action.

The Ministry of the Environment oversaw the Ontario Clean Water Agency's (OCWA) efforts to clean and disinfect the water distribution system, which included – among other actions – swabbing 31 kilometres of piping and disinfecting each of the 1,816 separate buildings in Walkerton. The ministry also managed the Brockton Response Centre, which provided emergency relief for local businesses and individuals for all direct water-related expenses and overhead costs.

Starting last year, the ministry began implementing its three-year, $6-million *Provincial Groundwater Monitoring Network.* Approximately 400 monitoring sites in 38 key watersheds will provide vital information on groundwater conditions in Ontario. The *Provincial Water Protection Fund* also helped municipalities undertake crucial groundwater management studies. Thirty-four groundwater studies across the province were initiated with a ministry funding commitment of $4.3 million.

Tough Enforcement and Compliance

To further strengthen our commitment to get tough on polluters, the *Toughest Environmental Penalties Act* took effect in November, 2000. The Act introduced the toughest fines and longest jail terms in all of Canada for major environmental offences, increasing the maximum fine for a first conviction of a major offence by a corporation from $1 million to $6 million per day, and for a subsequent conviction from $2 million to $10 million per day. Maximum jail terms for a person convicted of a major offence increased from two years to five years. The government also launched an environmental SWAT Team to crack down on deliberate and repeat polluters to ensure compliance with Ontario's environmental laws. To date, over 130 inspections have been conducted and have resulted in the issuing of tickets, summonses and provincial officer orders.

To further assist the government in fulfilling its commitment to get tough on polluters, the ministry established a toll-free, 24 hour public hotline for the public to report acts of pollution.

Protecting Ecosystems

Last year the toughest hazardous waste regulation in Ontario's history was announced. The new regulation makes the provincial law more compatible with U.S. hazardous waste regulations. The ministry inspected 611 hazardous waste generators and conducted 347 PCB site inspections. Actions to destroy high level PCBs in storage also continued. As of April, 2001, over 9,300 tonnes of high level PCBs had been destroyed (from the 1994 base line of 18,600 tonnes). By December 2001, over 11,200 tonnes will have been destroyed.

The government achieved its target of a 41 per cent reduction (from 1987 base year) in the amount of non-hazardous waste going to disposal last year.

Preventing Pollution

Ontario's pollution prevention initiatives have prevented the production and release of over 460,000 tonnes of pollutants since 1992. Last year, pollution prevention programs resulted in an over 60,000 tonne reduction. The agreement with the Canadian Vehicle Manufacturers Association (CVMA) alone resulted in the prevention of 58,000 tonnes of pollutants from being produced, earning the CVMA an award of recognition from the Canadian Council of Ministers of the Environment. The ministry is committed to building on these successes and making pollution prevention increasingly central to managing the environment.

Key Commitments and Strategies for 2001-2002

A New Vision and a Commitment to Continuous Improvement

The Ministry of the Environment's key strategies and commitments for 2001-2002 will be shaped by a fundamental shift from a traditional *command-and-control* focus, toward a new way to protect Ontario's environment. The February 7 report by management expert Valerie Gibbons – titled *Managing the Environment: A Review of Best Practices* – serves as the vision and guide for this ambitious new course of action.

The change process has already begun. The Minister of the Environment Elizabeth Witmer now chairs a Cabinet Committee on the environment, and an associate deputy minister of the environment has been appointed to oversee the implementation of our new framework.

Refocusing the Ministry of the Environment to enable it to realize a bold, new 21st century vision of environmental health and safety is a dynamic process. During 2001-2002, the ministry is moving to establish Ontario as one of the leading environmental jurisdictions and a model for other jurisdictions to emulate.

Redefining Environmental Protection in Ontario

The Ministry of the Environment will strengthen its capacity to deliver on its core businesses: environmental protection and conservation and stewardship. In the coming year, the Ministry of the Environment will move forward on the new framework, while continuing to concentrate on policies and actions that protect and preserve the quality and safety of our most basic necessities: our water, air and land.

To lay a strong foundation for the new, innovative and comprehensive system of environmental management, the ministry will develop proposals to strengthen and modernize Ontario's environmental protection laws.

Cleaner Water

In 2001-2002, the Ministry of the Environment will continue Operation Clean Water, a comprehensive action plan to ensure Ontario residents have the best and safest drinking water in Canada. The focus will remain on requiring regular water sampling, stringent treatment requirements, public reporting and access to information.

To ensure that regulated drinking water standards are adhered to, ministry staff will continue to carry out inspections of all of the province's municipal water treatment plants.

Building on the efforts already under way, the ministry will continue implementation of a comprehensive strategy to protect Ontario's groundwater in cooperation with local conservation authorities and municipalities. We will work with the Ministry of Agriculture, Food and Rural Affairs on a strategy for the management and application of materials containing nutrients including manure, biosolids, septage, and pulp and paper sludges.

Progress is being made on cleaning up the Great Lakes thanks to the partnership of provincial and federal agencies, private sector organizations and residents. The ministry is working cooperatively with our federal counterparts to negotiate a renewed Canada Ontario Agreement (COA) that will improve upon the 1994 Agreement and focus on areas that also support the Great Lakes Water Quality Agreement (GLWQA).

Cleaner Air

Through our Air Quality and Climate Change Strategy, we will demonstrate national leadership in emissions reductions.

Using innovative strategies and a model of continuous improvement, we will work to reduce emissions from the electricity, industry and transportation sectors.

Over the coming year, Ontario's Smog Patrol (the ministry's Vehicle Emissions Enforcement Unit) will inspect vehicles in an effort to reduce the number of grossly polluting cars, trucks and buses on Ontario roads.

For 2001-2002, the ministry will implement the proposed measures announced on March 26, 2001, for the electricity sector prior to the opening of a competitive electricity market in Ontario. Responding to the Canada-Wide Acid Rain Strategy for Post-2000, the ministry will also propose reduction measures to help meet a 50 per cent sulphur dioxide reduction target beyond the Countdown Acid Rain cap by 2015.

Cleaner Land

In partnership with the Ministry of Municipal Affairs and Housing, we have introduced draft legislation to promote the cleanup and redevelopment of abandoned, underused or contaminated lands known as brownfields. The legislation, if passed, would remove barriers to the cleanup and redevelopment of brownfields, while ensuring that environmental standards are met and public health protected. This initiative is part of the government's Smart Growth strategy and a clear example of how cross-government responsibility can strengthen environmental management approaches.

Healthier Ecosystems

The ministry will continue to focus on the cleanup and proper disposal of toxic substances and hazardous wastes, with particular emphasis on inspection, remediation and phase-out. In addition, a regulation to enable a cost-recovery program for the management of hazardous waste will be proposed.

In the area of non-hazardous waste, the government announced on Dec 21, 2000 that it proposes to introduce legislation that would create a long-term multi-stakeholder corporation to address waste diversion in the province. The legislation, if passed, would require industry to pay 50 per cent of Blue Box program costs.

Comprehensive and Accessible Environmental Information

Jurisdictions that do the best job of protecting the environment are also the most transparent. They place high value on public access to information about the environment and the performance of emitters, as well as decision-making processes. In 2001-2002, we will continue developing an environmental information system to provide essential support for the ministry's environmental management strategy. Acquiring high calibre environmental information will be among the ministry's top priorities. Over the coming year, we will establish a comprehensive strategy for environmental monitoring and reporting.

In addition, the ministry will continue to develop a system of delivering its information and services to the public, staff and other stakeholders. This system will be designed to simplify and enhance services offered by the ministry and will result in better environmental reporting.

The first project will be the Water Monitoring/Compliance Information System, which will include a drinking water inspection database and monitor the compliance of owners and operators of water treatment facilities. Data will be collected – and available to the public – through the Internet.

Stringent Standards and Effective Enforcement

Stringent standards are a key component of environmental management. The ministry will continue to work with the federal government and other provinces to develop and implement Canada-Wide Standards for mercury, dioxins and furans. The ministry will continue its own review of 145 air quality standards and will initiate discussions on 15 additional substances.

Stringent standards have to be backed by effective and swift enforcement. Supported by the province's recent passage of the *Toughest Environmental Penalties Act*, the ministry's permanent environmental SWAT team will be fully operational and will ramp up its inspection and investigation activities.

Pollution Prevention

The ministry will step up its pollution prevention activities in partnership with industries, organizations and municipalities across the province. This will include implementing a Performance Plus program and developing new Environmental Performance Agreements. A tougher target for toxic substances and waste reduction will replace the current five year target of 60,000 tonnes.

Key Performance Measures

Core Business Environmental Protection

Goals/ Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Cleaner Air	Reductions in Ontario-based air emissions, as measured by nitrogen oxides (NOx), volatile organic compounds (VOCs) and particulate emissions (PM) and sulphur dioxide (SO_2).	45% reduction in NOx and VOC emissions by the year 2015; 25% by the year 2005; and 10% reduction in PM_{10} emissions by 2015, from 1990 levels. 1990 base NOx 659 kt VOCs 868 kt PM_{10} 221 kt 50% reduction in SO_2 by 2015 from current Countdown Acid Rain limit (885 kt in 2000).	Further develop Ontario's Air and Climate Change Strategy to identify air quality improvement actions for government ministries and all sectors of the economy. Further reduce ground-level ozone and fine particulate matter (PM), and their precursors, NOx VOC, SO_2 with the Anti-Smog Action Plan. Achieve half (approx. 11%) of Drive Clean's goal of up to 22% reduction of NOx and VOCs emissions (Phase 1); approximately one million vehicles will be tested to ensure emissions reductions are on track to meet goal (Phase 2). Increase public awareness and participation with Smog Patrol and Smog Alert Response programs. Undertake inspections of grossly polluting cars, trucks and buses with Smog Patrol. Continue to demonstrate national leadership through actions to support greenhouse gas reduction initiatives including requiring industry and commercial sector to monitor the full suite of greenhouse gases and report in June 2002. Implement monitoring component of regulations for prescribed industrial and commercial emitters. Establish NOx and SO_2 emission limits for the electricity sector prior to market opening. Propose a regulation to implement a Cap, Credit and Trade program to provide incentives for reducing emissions of NOx and SOx. Respond to Canada-Wide Acid Rain Strategy, Post-2000, developing reduction measures to help meet a 50% reduction of SO_2 beyond Countdown Acid Rain cap by 2015. Continue to develop Canada Wide Standards for dioxins, furans and mercury. Through the Select Targets for Air Compliance (STAC) program, require 30 large industrial facilities to undertake comprehensive air emission inventories.

Cleaner air (continued)			Inspect 500 air emission sources to assess compliance with air requirements. Evaluate and implement methods to enhance abatement activities to achieve compliance. Expand industry-sponsored point source continuous self-monitoring.
Cleaner Water	Quality of drinking water	Water Supplies in compliance with Drinking Water Protection Regulation standards (as reported).	Inspect all of the province's municipal water treatment plants. Review the Drinking Water Surveillance Program.
	Quality of ground and surface water	Improvements in specific indicators of Ontario's aquatic ecosystems as measured by: Percentage of sportfish consumption restrictions in the Great Lakes reduced by 10% by the year 2010 (1995 base – 589 restrictions or 33.9% restricted).	Begin to implement a comprehensive strategy to protect Ontario's groundwater in cooperation with local conservation authorities and municipalities. Inspect 155 municipal sewage treatment plants and 145 industrial sewage treatment facilities. Inspect at least 150 facilities for which permits to take water have been issued.
Cleaner Land	Land quality	Measured improvements in contaminated land rehabilitation.	Work with MMAH to develop brownfields policies and programs pertaining to the cleanup of contaminated lands and mandatory reporting of cleanups. Continue remediation of Deloro Mine site and Smithville PCB site.
Healthier Ecosystems	Effective enforcement	Enhanced use of environmental enforcement tools to increase compliance and environmental protection, as measured by prosecutions and penalties.	Continue to report on prosecutions and penalties. The Environmental SWAT team is fully operational and will complete 750 inspections in its first full year of operations. Propose an Administrative Monetary Penalties (AMPs) regulation.
	Destruction of PCBs (polychlorinated biphenyls)	Destruction of 50% of high level PCBs in storage by the year 2000 (compared to the 1994 base year quantity of 18,600 tonnes).	Continue to work towards the destruction of PCBs currently in storage in Ontario. Inspect 200 PCB storage sites.

	Hazardous Waste Impact	Minimize the impact of hazardous waste on the environment.	Develop policies that will improve overall management and disposal of hazardous waste. Undertake 250 hazardous liquid waste inspections, 20 hazardous waste disposal sites inspections and 50 transfer/processing site inspections.

Core Business: Conservation and Stewardship

Goals/ Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
Resource Conservation	Reductions in non-hazardous waste going to disposal.	Continuous improvement towards 50% reduction from the base year of 1987. (Base amount of 1,015 Kg/capita)	Achieve a 42% reduction of non-hazardous waste from the base year of 1987. Propose legislation that would create a long-term multi-stakeholder corporation to address waste diversion in the Province. Inspect: 30 waste recycling facilities; 250 solid non-hazardous waste disposal sites; 30 non-hazardous waste transfer/processing sites.
Environmental Stewardship	Participation of stakeholders.	Continue to develop partnerships that will generate reductions of a total of 60,000 tonnes of toxic substances and wastes, beyond regulatory requirements, by the year 2003 (base year 1999).	Implement an incentive-based continuous improvement program to assist companies in moving beyond compliance. Co-pilot two Environmental Performance Agreements. Develop new toxic substance and waste reduction targets, which will replace the current 5-year target of 60,000 tonnnes reduction.

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of the Environment

Operating	$ 190 million
Capital	$ 21 million
	1,495 staff

Environmental Protection

Operating	$ 141 million
Capital	$ 21 million
	1,250 staff

Conservation & Stewardship

Operating	$ 5 million
Capital	---
	60 staff

Internal Administration

Operating	$ 44 million
Capital	---
	185 staff

Note: Staff numbers are shown as full-time equivalents.
Staff numbers exclude Ontario Clean Water Agency

*PSAB based

2001-2002 Ministry Approved Allocations by Core Business - Plan*

Ministry of the Environment

Operating	$ 215 million
Capital	$ 18 million
	1,575 staff

Environmental Protection

Operating	$ 163 million
Capital	$ 18 million
	1,320 staff

Conservation & Stewardship

Operating	$ 4 million
Capital	---
	60 staff

Internal Administration

Operating	$ 48 million
Capital	---
	195 staff

Note: Staff numbers are shown as full-time equivalents.
Staff numbers exclude Ontario Clean Water Agency

*PSAB based

Who to Call

Questions or comments about the ministry's business plan are welcomed and should be addressed to:

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Director, Business and Fiscal Planning Branch
40 St. Clair Avenue West, 8th Floor, Toronto, ON M4V 1M2

Integrated Environmental Planning Division
Doug Harper (416-314-8475) (fax: 416-314-8478) Doug.Harper@ene.gov.on.ca
Director, Environmental Liaison Office
135 St. Clair Avenue West, 5th Floor, Toronto, ON M4V 1P5

Environmental Sciences and Standards Division
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Additional copies of this document can be obtained by calling the ministry's Public Information Centre at 416-325-4000 or toll free at 1-800-565-4923, or by visiting the ministry's Web site at www.ene.gov.on.ca

MINISTRY OF FINANCE

2001-2002 Business Plan

Ontario

Message from the Minister

Hon. James M. Flaherty

I am pleased to present the Ministry's 2001-2002 business plan and report on our key achievements.

For the first time in nearly 100 years, an Ontario government has presented three consecutive balanced budgets. The budget surplus in the fiscal year just ended allowed the government to reduce net provincial debt by $3 billion, the largest debt payment made in Ontario's history.

Since we started cutting taxes, the provincial economy has grown by almost 25 per cent, government tax revenues have increased by more than $15 billion, and Ontario businesses have created 853,000 net new jobs since 1995. We remain committed to promoting and sustaining economic growth through cutting taxes, eliminating red tape, and investing in Ontario's priorities. The 2001 Budget has proposed more personal income tax cuts to complete the promised 20 per cent personal income tax cut pledge made in 1999. Ninety-five per cent of taxpayers, virtually everyone earning less than $100,000 per year, would see a 20 per cent personal income tax cut.

The government has also sent a powerful, job-creating message to Ontario businesses with ***Ontario's Edge,*** a package of tax reduction initiatives that would make Ontario the lowest corporate tax jurisdiction in North America. Part of ***Ontario's Edge*** includes a $500 million investment by the SuperBuild Millennium Partnerships Initiative focusing on transportation and environmental projects that would continue to sustain the high quality of life in this province.

Tax dollars belong to the people and businesses of Ontario, not the government.

A proposed *Public Sector Accountability Act* would require all public sector institutions funded by the Ontario taxpayer, including the municipal, health care and education fields, to publicly report their annual business plans and balance their budgets. If enacted, this legislation would promote responsibility and accountability to the taxpayers of Ontario.

For the sixth year in a row, the government has increased its investment in Ontario's health care system – this year alone by 5.4 per cent – honouring our commitment to increase health spending by 20 per cent. We will also increase funding for the public education system by $360 million this year. Furthermore, the government has proposed a partial tax credit for parents of children at independent schools, promoting more choice for parents and high standards for education.

We will continue to invest in Ontario's future with one of the largest investments ever made in Ontario's post-secondary education systems – $293 million in operating grants to colleges and universities over the next three years.

Through a plan based on fiscal responsibility, accountability and economic growth, we will continue to focus on our pledge to make Ontario the best place to live, work and raise a family in the 21st century.

Thank you.

James M.

The Honourable James M. Flaherty
Minister of Finance

Ministry Vision

The vision of the Ministry of Finance is of a strong economic, fiscal and investment climate that sustains Ontario as the best jurisdiction in North America to live, work, invest and raise a family.

This vision is based on an Ontario that:

- provides leadership in jobs, income and investment;
- enables taxpayers to keep more of their hard-earned money by reducing personal income taxes;
- promotes accountability in public sector organizations to ensure the effective management and efficient use of taxpayer dollars;
- spends taxpayers' money on priority programs and public infrastructure investment with increasing economy, efficiency and effectiveness;
- has the financial capacity to sustain these government programs and infrastructure; and
- invests in a better future for the people of Ontario.

In support of this vision, the mission of the Ministry of Finance is to make responsible choices in establishing an environment that will sustain a dynamic, innovative and growing economy. This will enable the effective management of the fiscal, financial and related regulatory affairs of the Province of Ontario. Acting responsibly will guarantee the exceptional quality of life that the people of Ontario deserve.

Core Businesses

To achieve its vision, the ministry will focus its efforts on six core businesses:

- **Tax Policy, Budget and Revenue Operations**
- **Economic, Fiscal and Financial Policy**
- **Financial Services Industry Regulation**
- **Strategic Infrastructure Investments and Partnerships**
- **Government Financing and Debt Management**
- **Internal Business Support**

Tax Policy, Budget and Revenue Operations

- **Office of the Budget and Taxation**
- **Tax Revenue Division**
- **Coordinated Strategic Research Division**

Objective: to support a competitive investment climate by reducing taxes and providing a fair and efficient tax system.

Core Activities:

- providing tax policy advice to ensure that the tax system is equitable, efficient and competitive with other jurisdictions, while generating sufficient revenue to meet the government's fiscal targets and to continue to support priority programs.

- developing and coordinating the Ontario Budget, providing input into other major economic/fiscal government documents and designing proposed legislation that would, if enacted, efficiently and effectively implement tax policy.

- administering many of Ontario's tax statutes and maintaining the integrity of the province's self-assessment system through taxpayer information services and an independent objections review, while discouraging non-compliance through audits, investigations and collection procedures.

- developing and coordinating Ontario's fiscal arrangements with the federal government and other jurisdictions to protect Ontario's fiscal interests and to maximize benefits to Ontario taxpayers.

- providing policy analysis and advice on the financing and impact of amendments to public sector pension plans on the fiscal plan; developing policy on issues regarding employment pension plans in Ontario, with particular emphasis on private sector pension plans; formulating Ontario's overall policy in respect of cash transfers to individuals; and monitoring, analyzing and negotiating with other governments in respect of federal transfers to individuals, including the Canada Pension Plan.

- identifying and monitoring a variety of emerging and potential tax- and revenue-related issues; researching the implications for the Ontario economy, tax system and revenues, as well as government programs and services; identifying and evaluating approaches used in other jurisdictions.

Economic, Fiscal and Financial Policy

- **Office of Economic Policy**
- **Fiscal and Financial Policy Division**
- **Ontario Electricity Restructuring Secretariat**
- **Provincial-Local Finance Secretariat**
- **Integrated Financial Information System (IFIS)**

Objective: to support economic growth, job creation, accountability and fair treatment of taxpayers for the prudent use of public funds.

Core Activities:

- providing economic, revenue and population projections, and analytical support and policy advice on a wide range of economic, fiscal and financial services regulatory issues that affect economic growth and job creation.

- supporting the development of the government's overall fiscal plan and framework, including operating and capital expenditure management and non-tax revenue strategy, and ensuring the effective financial management of public dollars.

- providing analytical support, policy advice and coordination within the Ministry of Finance on economic and financial issues related to the financial restructuring of Ontario's electricity industry.

- providing advice on policies, legislation and operational initiatives that support the property tax system and the province's fiscal and financial relationship with municipalities.

- managing the provincial education tax system.

- liaising and consulting with municipalities on property taxation and fiscal matters.

- designing, building, and implementing a single, Integrated Financial Information System (IFIS) for the Ontario government, which will support government commitments related to fiscal responsibility, accountability to taxpayers, customer service, and smaller, more efficient government.

Financial Services Industry Regulation

- **Ontario Securities Commission (OSC)**
- **Financial Services Commission of Ontario (FSCO)**
- **Motor Vehicle Accident Claims Fund**

Objective: to maintain a sound and dynamic regulatory environment for financial services.

Core Activities:

- implementing a policy framework that promotes fairness, efficiency and competition in financial services; supporting public priorities by maintaining industry standards and providing consumer protection in the financial services sector, which contributes to investor and consumer confidence in the soundness of the financial services industry.

Strategic Infrastructure Investments and Partnerships

- **Ontario SuperBuild Corporation**

Objective: to invest strategically in public capital infrastructure within Ontario.

Core Activities:

- providing leadership and central coordination through the Ontario SuperBuild Corporation for policy development, planning and Cabinet approvals relating to the Province's capital envelope.

- focusing on developing innovative, leading-edge public-private partnerships to modernize and expand Ontario's strategic infrastructure. This includes undertaking, along with the Ministry of Transportation, a series of major transportation corridor assessment studies to help prepare Ontario's transportation network for the future.

- coordinating the implementation of two major SuperBuild partnership initiatives delivered through ministries: investments in infrastructure critical to the future growth of rural areas, including small towns and cities; and projects for developing recreational, cultural and tourist attractions throughout the province.

- managing the Millennium Partnership Initiative delivered through ministries, which will support inter-regional transit expansion projects to "unlock the gridlock", and which has three major components: investing in strategic infrastructure projects through public-private partnerships in large urban centres outside the GTA; Golden Horseshoe Transit Infrastructure (GITP) Fund; and provincial support for the Toronto Waterfront Revitalization Plan.

The Olympic and Waterfront Development Agency, which reports through the Ontario SuperBuild Corporation, manages Provincial involvement in this initiative.

Government Financing and Debt Management

- **Ontario Financing Authority (OFA)**

Objective: to manage the financing programs, debts and associated risks of the Province and the Ontario Electricity Financial Corporation (OEFC); to reduce debt servicing costs.

Core Activities:

- arranging and coordinating all aspects of financing for the Province of Ontario and its crown corporations and agencies, including the OEFC, by providing borrowing, debt management, investment, risk management, cash and banking activities, as well as investor and credit rating relations. The OFA also provides expert finance policy and project-financing advice on a wide range of government initiatives.

Internal Business Support

- **Office of the Minister**
- **Office of the Deputy Minister**
- **Corporate and Quality Service Division**
- **Information and Information Technology (I/IT) Cluster**
- **Legal Services**
- **Audit Services**

Objective: to promote the effective and efficient delivery of business support services in support of all core business objectives.

Core Activities:

- providing overall leadership and direction to the ministry through the Offices of the Minister and Deputy Minister.

Core Businesses (cont'd)

- supplying planning, advisory, controllership, audit, legal, information technology and administrative support to the ministry to ensure the direction and management of operating programs is consistent with Ontario Government policy and legislation.

- providing planning and advisory expertise to ensure that the ministry achieves corporate and ministry Quality Service objectives, and that Quality Service cornerstones and key elements are incorporated into all ministry business practices.

Annual Report on Key Achievements for 2000-2001

Based on the implementation of sound fiscal, economic, taxation and financial strategies, the ministry recorded a number of significant achievements during 2000-2001. These included:

- recording a second consecutive balanced budget, with a third consecutive balanced budget plan being announced in May, 2001, for 2001-2002;
- producing an interim budget surplus of $3.2 billion, which enabled the government to dedicate $3 billion to reducing the net provincial debt;
- returning $1 billion to Ontario taxpayers in the form of a Taxpayer Dividend;
- supporting the creation of 184,000 net new jobs;
- supporting real economic growth of 5.5 per cent – when added to the rate for 1999, the resulting 11.9 per cent indicates the best two consecutive years of growth since the 1980s;
- exceeding economic forecast projections for revenues, debt management and economic growth;
- announcing and developing a "Made-for-Ontario" personal income tax system;
- implementing full indexation of Ontario's personal income tax system to protect Ontario taxpayers against inflation-induced tax increases;
- investing over $140 million in post-secondary institutions for improving infrastructure and facilities to address growth and expansion;
- providing $22.3 billion in interim operating spending for Ontario's health care system;
- devoting 44 per cent of total provincial program spending (excluding capital and public debt interest) to improving health care in the province;
- committing $500 million for the $1.5 billion tripartite Toronto Waterfront Revitalization Initiative;
- providing $2.1 billion for provincial investment in infrastructure;
- supporting a major review of Ontario's personal, corporate and property tax systems by the Business Tax Review Panel;
- implementing Bill 140, which provides continuing protection for businesses from unmanageable property tax increases;

Key Achievements for 2000-2001 (cont'd)

- establishing a province-wide standard property tax bill to ensure taxpayers better understand their tax obligations; and

- supporting the review by Marcel Beaubien, MPP, of the Ontario Property Assessment Corporation (OPAC).

Key Commitments and Strategies for 2001-2002

The Ministry of Finance is committed to a vision of Ontario as a jurisdiction with a dynamic, innovative, and growing economy.

Key commitments and strategies for 2001-02 that will enable Ontario to sustain a strong economic and fiscal climate and remain attractive to people and business include:

- implementing those initiatives announced in the 2001 Ontario Budget and that are enacted by the Legislature. These would include, if enacted: corporate and capital tax reduction measures; support for research and development (R&D); the completion of the government's commitment to reduce personal income taxes; the Equity in Education Tax Credit; changes in the property tax treatment of heritage properties and new rental apartment buildings; and initiatives to enhance the Ontario Property Assessment Corporation's accountability and customer service capacity;

- undertaking a value-for-money review of all government spending to identify businesses the government should and should not be in, and to seek efficient and effective use of taxpayers' dollars;

- if enacted by the Legislature, the ministry will implement the proposed *Public Sector Accountability Act* and establish the Accountability Office to assist public sector organizations manage and use taxpayer dollars efficiently and effectively, and to ensure such organizations balance their budgets;

- developing and publishing service standards for tax administration;

- simplifying retail sales tax definitions and rules, and streamlining business tax filing procedures;

- investing in strategic infrastructure through three five-year initiatives: the $1 billion Millennium Partnerships initiative, the $300 million Sports, Culture and Tourism Partnerships initiative, and the $600 million Ontario Small Town and Rural Development initiative (OSTAR);

- investing in Ontario's highways and examining ways to "unlock the gridlock" in Ontario's large urban centres;

- completing consultations and introducing legislation to merge the Financial Services Commission of Ontario (FSCO) and the Ontario Securities Commission (OSC) to create a single Ontario financial services regulator to better serve and protect consumers, investors, pension plan members and industry participants;

- supporting a thorough review of Ontario's targeted tax incentives and targeted taxes to ensure that they remain effective, useful and relevant;

- supporting, as required, the Roger Martin Task Force on productivity, which will measure and monitor Ontario's productivity, competitiveness and economic progress compared to other provinces and the U.S. states;

- working with the federal government to ensure alignment of federal tax policy with Ontario's tax policy interests and to negotiate a new Tax Collection Agreement (TCA);

- maximizing Ontario revenues from the federal government, and minimizing federal taxation of persons in Ontario by advocating further reforms to federal-provincial fiscal arrangements and other federal programs;

- continuing with the design, building, and implementation planning of the Integrated Financial Information System (IFIS);

- reviewing the Community Reinvestment Fund, to ensure future needs of both the province and municipalities are met;

- coordinating the financial aspects of the restructuring of Ontario's electricity industry, and designing proposals to implement the restructuring;

- strengthening the capacity of government and the broader public sector in the areas of capital planning, partnership development and asset management;

- proposing amendments to several statutes administered by the OSC and FSCO to reduce "red tape";

- seeking a buyer for the Province of Ontario Savings Office;

- improving the fairness of tax laws and the quality and range of services available to taxpayers;

- monitoring emerging issues related to the Digital Economy, e-commerce and e-Government, including: the taxation of goods/services distributed electronically and the sourcing of taxable income generated through e-commerce;

- identifying and analyzing the relationships between research, innovation, productivity, economic growth and supply of capital for start-up and growing businesses;

- researching emerging and potential issues, and examining how such issues have been managed in other jurisdictions. These issues may include: tax simplification and service delivery; the relationship between the tax system, productivity, and economic growth; pricing for public infrastructure; and improving the effectiveness and efficiency of government programs and services;

Key Commitments for 2001-2002 (cont'd)

- working with municipalities to ensure they have the information required to administer the new property tax system;
- continuing to provide support to municipalities and taxpayers in understanding and simplifying the property tax system and provincial-local finance arrangements;
- continuing to support Marcel Beaubien, MPP, in the second phase review of the Ontario Property Assessment Corporation (OPAC);
- continuing quality service initiatives by focusing on leadership; defining and understanding customers; and establishing a culture of learning and innovation within the ministry; and
- moving towards providing e-Government and Electronic Service Delivery (ESD) by 2003, by accelerating the availability of client services through appropriate electronic channels.

Key Performance Measures for 2001-2002

Tax Policy, Budget and Revenue Operations

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Maintaining an efficient tax revenue system with reduced public administration and taxpayer compliance costs	Cost of collecting $100 of tax revenue	Legislative appropriation vs. budget revenue	$0.58
	Return on cost of tax administration	Enforcement revenue vs. legislative appropriation	$5.40 in enforcement revenue for each $1 spent

Economic, Fiscal and Financial Policy

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Creating a positive climate for investment that stimulates economic growth	Prudent economic forecasts	Forecasts that are more cautious than those of major private sector forecasters	Forecasts that are more cautious than those of major private sector forecasters
Producing an orderly, prudent and sustainable fiscal plan	Balanced budget targets that reflect expenditure projections and revenue forecasts	Meet or exceed balanced budget targets that reflect accurate expenditure projections, conservative revenue forecasts and sound fiscal management	Meet or exceed balanced budget target
Providing relevant and timely information to the public	Timing of the issuance of Public Accounts, Ontario Finances and other fiscal updates, reflecting all known and material changes	Moving towards having Public Accounts ready for public release 90-120 days after year-end	2000-2001[1]: 130 days 2001-2002[1]: 100 days
		Ontario Finances ready for public release 30-45 days after the end of the quarter	Ontario Finances ready for public release 30-45 days after the end of the quarter
	Timely release of quarterly Ontario Economic Accounts	Ontario Economic Accounts ready for release 30-45 days after the release of the corresponding National Accounts	Ontario Economic Accounts ready for release 30-45 days after the release of the corresponding National Accounts
	The Provincial Auditor's opinion	An unqualified opinion[2]	An unqualified opinion[2]

Note 1: Refers to Public Accounts pertaining to these fiscal years but released in the subsequent fiscal year.
Note 2: "An unqualified opinion" indicates that the Auditor has no specific observations or findings to report on the Accounts.

Financial Services Industry Regulation

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Supporting a strong and competitive financial services sector in Ontario	Only safe and sound financial institutions are permitted to operate in Ontario	100%	100%
Ensuring that commitments made to plan members by Administrators of employer-sponsored pension plans are met	All beneficiaries of pension plans receive the benefits to which they are entitled	100%	100%
Establishing public confidence in, and access to, a fair, effective, efficient and responsive private insurance system in Ontario	Only solvent, licensed insurance companies are permitted to operate in Ontario	100%	100%

Strategic Infrastructure Investments and Partnerships

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Using provincial capital investment to improve the quality of the province's public infrastructure	Quality of the government's overall capital investments Quality of partnership proposals and degree of partnership participation	Implementation of effective provincial capital investment policies and plans More efficient delivery of public infrastructure and reduced risk and financial exposure for taxpayers	Continued improvement of the capital planning and allocation process Continued implementation of the 2000 Ontario Budget initiatives New, innovative infrastructure partnerships across the province as a result of 2000 Ontario Budget initiatives

Government Financing and Debt Management

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Providing efficient and prudent management of the province's financial assets and liabilities	Timing of borrowing[1]	Costs below domestic market average interest rates to evaluate timing of debt issues	Cost below the benchmark
	Debt Management[2]	Positive contribution from debt management activities	Cost savings realized
	Operation within approved exposure limits for Public Debt Interest, interest rates and foreign exchange[3]	Below approved exposure limits	Below approved exposure limits

Note 1: For timing, the actual cost of borrowing is compared to the average domestic interest rate, showing how successful the timing of issues was compared with what the cost would have been if debt had been issued evenly throughout the year.

Note 2: The debt management measure takes into account cost savings arising from overall management of the debt portfolio by comparing debt service cost versus a market neutral strategy.

Note 3: Exposure limits are: unhedged foreign exchange exposure to five per cent or less of debt managed on behalf of the Province; interest rate reset exposure is: 25 per cent or less of debt managed on behalf of the Province; and the increase in public debt interest from all debt and risk management exposures is limited to three per cent or less of annual budgeted public debt interest.

2000-2001 Ministry Spending by Core Business – Interim Actuals[1]

Ministry of Finance

Operating	$896 million
Capital	$11 million
	3,775 staff

Tax Policy, Budget and Revenue Operations

Operating	$645 million
	2,370 staff

Office of Budget and Taxation
Tax Revenue Division
Coordinated Strategic Research Division

Financial Services Industry Regulation[3]

Operating	$79 million
Capital	$5 million
	350 staff

Ontario Securities Commission
Financial Services Commission of Ontario
Motor Vehicle Accident Claims Fund

Internal Business Support

Operating	$65 million
	485 staff

Office of the Minister
Office of the Deputy Minister
Corporate and Quality Service Division
I/IT Cluster
Legal Services
Audit Services

Economic, Fiscal and Financial Policy

Operating	$69 million[2]
	235 staff

Office of Economic Policy
Fiscal and Financial Policy Division
Ontario Electricity Restructuring Secretariat
Financial Services Policy and IFIS Project
Provincial-Local Finance Secretariat

Government Financing and Debt Management

Operating	$25 million[4]
Capital	$2 million
	300 staff

Ontario Financing Authority (including POSO)

Strategic Infrastructure Investments and Partnerships

Operating	$13 million
Capital	$4 million
	35 staff

Ontario SuperBuild Corporation

Note 1: Expenditure data are PSAB-based; staff numbers are shown as full-time equivalents.
Note 2: Excludes the Community Reinvestment Fund.
Note 3: Does not include the staff of the Ontario Securities Commission (OSC), as they are not members of the Ontario Public Service, but reflects the consolidation of OSC operating costs.
Note 4: Includes only the operating costs of the Ontario Financing Authority and does not include Public Debt Interest.

2001-2002 Ministry Approved Allocations by Core Business – Plan[1]

Ministry of Finance

Operating	$773 million
Capital	$213 million
	3,785 staff

Tax Policy, Budget and Revenue Operations

Operating	$468 million
	2,280 staff[2]

Office of Budget and Taxation
Tax Revenue Division
Coordinated Strategic Research Division

Financial Services Industry Regulation[4]

Operating	$99 million
Capital	$3 million
	370 staff

Ontario Securities Commission
Financial Services Commission of Ontario
Motor Vehicle Accident Claims Fund

Internal Business Support

Operating	$74 million
	560 staff[2]

Office of the Minister
Office of the Deputy Minister
Corporate and Quality Service Division
I/IT Cluster
Legal Services
Audit Services

Economic, Fiscal and Financial Policy

Operating	$80 million[3]
	220 staff

Office of Economic Policy
Fiscal and Financial Policy Division
Ontario Electricity Restructuring Secretariat
Provincial-Local Finance Secretariat
Integrated Financial Information System

Government Financing and Debt Management

Operating	$27 million[5]
Capital	$10 million
	290 staff

Ontario Financing Authority (including POSO)

Strategic Infrastructure Investments and Partnerships

Operating	$25 million
Capital	$200 million[6]
	65 staff

Ontario SuperBuild Corporation

Note 1: Expenditure data are PSAB-based; staff numbers are shown as full-time equivalents.
Note 2: Includes realignment of IT cluster function and staff between Core Businesses.
Note 3: Excludes the Community Reinvestment Fund.
Note 4: Does not include the staff of the Ontario Securities Commission (OSC), as they are not members of the Ontario Public Service, but reflects the consolidation of OSC operating costs.
Note 5: Includes only the operating costs of the Ontario Financing Authority and does not include Public Debt Interest.
Note 6: Includes the Millennium Partnership Initiative announced in the 2000 Ontario Budget.

Who to Call

Questions or comments about the ministry's business plan are welcomed. Visit our web site at **www.gov.on.ca/fin/** or call:

Public Enquiries (toll-free):

1-800-263-7965 (English language);
1-800-668-5821 (French language); or
1-800-263-7766 (TTY/TDD).

Communications and Corporate Affairs Branch:

(416) 325-0333 Fax: (416) 325-0339

Minister's Office:

Aynsley Wintrip
Press Secretary
(416) 325-9566 Fax: (416) 325-0374

OFFICE OF FRANCOPHONE AFFAIRS

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. John Baird

I am proud of what our government has achieved in the area of French language services over the last few months.

To ensure every child gets an opportunity to be the best they can be, we established the Early Years Challenge Fund. That money is being used to create or enhance programs that benefit children and youth. A portion of that funding envelope has been allocated specifically to the Francophone community. Being both Minister Responsible for Children and Minister Responsible for Francophone Affairs has allowed me to bring together community leaders with common interests. During a recent consultation, leaders from the Francophone community provided the government with invaluable advice and input on the structure of the Francophone portion of the challenge fund. This fund will be administered by a Francophone Steering Committee, with guidance from three Francophone Community Co-ordinators. The Office of Francophone Affairs, along with the Children's Secretariat, will also be playing a major role in this endeavor. Our government is committed to helping all of Ontario's children get a good start in life.

In the area of justice, a new regulation to the *Courts of Justice Act* will make it easier for Francophones to get access to services in French in judicial proceedings. For its part, Legal Aid Ontario has allocated extra funds to develop and implement additional resources for Francophones.

Athletes, artists and visitors from around the world will be in the Ottawa-Carleton region this summer to attend the Fourth International Games of La Francophonie. The Games are being financially supported by the Ontario government and will promote French language, French culture and international goodwill. As one of the key partners of the 2001 International Games of La Francophonie, the Government of Ontario is proud to invite all citizens to visit the Ontario Pavilion in Ottawa-Hull from July 12 to July 24, and cheer on our competing athletes and artists.

In the coming year, I will continue to meet with the Francophone community to discuss questions of importance. I welcome suggestions and comments on ways to improve government services in French and will be informing my colleagues at Queen's Park of issues that are relevant to Franco-Ontarians.

John Baird

The Honourable John Baird
Minister Responsible for Francophone Affairs

Ministry Vision

The Office of Francophone Affairs' vision is to ensure that Francophones have access to provincial government services in French and that they fully contribute to the social, economic, and political life of the province, while preserving their linguistic and cultural heritage.

Core Businesses

Core Business 1
Advise the Government on French language services

As the Government's key advisor on Francophone Affairs and French language services, the Office of Francophone Affairs provides advice, information and support to all ministries and agencies on the provision of services in French, particularly in the 23 designated areas of the province.

The delivery of quality government services in French reflects the government's commitment to its Francophone community.

Core Business 2
Support the Francophone community in its activities

As part of its role as a major link between French-speaking Ontarians and their provincial government, the Office of Francophone Affairs provides to Francophones relevant information on government programs and services, their community and Ontario's French language resources.

This information helps Francophones make decisions pertaining to their daily lives and involvement in activities aimed at preserving their language and culture. Provincial ministries and agencies are supported in their communications with Ontario's Francophones.

Annual Report on Key Achievements for 2000-2001

The Office continued to play a major role as advisor to Ontario ministries and agencies in matters pertaining to French language services. It worked with central agencies and ministries to ensure the integration of French language services requirements in government services with a particular focus on services that are made available to the public electronically. The Office conducted a survey among French language services coordinators to determine how it could better assist ministries in the provision of quality services in French.

As some government services are delivered by external service providers, including municipalities, the Office reminded ministries of their obligations under the *French Language Services Act* to monitor the delivery of such services, and requested information on the provision of services in French as part of the transfers. In the area of social housing, which is being transferred to municipalities, service managers are required, under the *Social Housing Reform Act, 2000*, to provide services in French in designated areas.

In recognition of the needs of francophone families, the Government of Ontario established a special funding envelope within the Early Years Challenge Fund for projects developed by the francophone community. The Attorney General made a regulation, amending the *Courts of Justice Act*, to simplify administrative procedures for requesting a court case in French. Legal Aid Ontario has put aside additional funding to improve legal aid services in French. The Office continued to work with its community and ministry partners to ensure that the strategic plan for the provision of violence prevention services in French meets the needs of francophone women and their families.

Special funding was allocated to French language colleges of applied arts and technology to create increased capacity for multimedia study programs with the construction of a new *Media Excellence Centre* and for the development of a bilingual centre for a call service in the high technology industry. Funding was set aside to train specialists to identify young Francophones who need special education services.

The Ministry of Tourism, Culture and Recreation has initiated the development of a tourism marketing strategy targeting the Francophone community of Ontario.

As one of the key partners, the Government of Ontario worked with the Games of la Francophonie Organizing Committee on the planning and organization of the Games. The province will also host a pavilion at the Games in which it will promote its tourist attractions and its francophone artists of the 2001 International Games of La Francophonie to be held in Ottawa-Hull in July 2001.

Key Commitments and Strategies for 2001-2002

The Office will continue to provide advice to central agencies and ministries on how to plan and deliver quality and cost-effective services in French, either internally or through non-governmental service delivery agents. As the Ontario government is moving toward increased electronic access to government services, the Office will work with central agencies and ministries to ensure that quality French services are delivered electronically.

In 2001-2002, the Office will continue to improve the way it handles complaints related to the government's provision of French language services. The results should be more efficient and timely resolutions of these complaints. The Office will monitor closely its client services to ensure improved client satisfaction.

The Office will ensure the coordination of the Early Years Challenge Fund's envelope for the projects developed by the Francophone community.

As a provincial coordinator of the 2001 International Games of La Francophonie, the Office will work with other ministries and external partners to ensure that the Government of Ontario is highly visible at the 2001 Games of La Francophonie. This will be an excellent opportunity to promote Ontario products and services to an international audience.

Key Performance Measures

Core Business 1: Advise the Government on French Language services.

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Francophones have access to quality government services in French in designated areas of the province	Efficient and timely response to customers' complaints on the government's French language services	By 2003, 90% of complaints to be resolved within 30 working days.	80% of complaints to be resolved within 30 working days

Core Business 2: Support the Francophone community in its activities.

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Francophones have access to information to facilitate their participation in the social, economic and political life of the province while maintaining their language and culture	Francophone clients and organisations have access to accurate and relevant information on government programs and services and on Ontario's francophone community	By 2003, 90% of francophone clients are satisfied with the information received from the Office.	80% of clients are satisfied with the information received from the Office

2000-2001 Ministry Spending by Core Business – Interim Actuals*

Office of Francophone Affairs

Operating	$4 million 15 staff

Core Business 1

Operating	$1 million 10 staff

Core Business 2

Operating	$3 million 5 staff

Note: The Office of Francophone Affairs has an agreement with the Ministry of Citizenship to cover internal administration services.

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

2001-2002 Ministry Approved Allocations by Core Business Plan*

Office of Francophone Affairs

Operating	$5 million 20 staff

Core Business 1

Operating	$1 million 12 staff

Core Business 2

Operating	$4 million 8 staff

Note: The Office of Francophone Affairs has an agreement with the Ministry of Citizenship to cover internal administration services.

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

Who to Call

Questions or comments about the Office of Francophone Affairs' business plan are welcomed.

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MINISTRY OF HEALTH AND LONG-TERM CARE

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Tony Clement

Ontario's current health care system was first established in the 1970s. But health care, like everything else, has changed a lot since then. There have been huge advances in technology, medical diagnosis and treatments. The medical needs of people have changed too. People are living longer and there are more seniors than ever before.

In recent years, we've been working hard to modernize Ontario's health system. We want to make sure that it serves you today and serves your children in the decades to come.

The ministry's Business Plan is our annual report to you, the Ontario taxpayer. It reflects our goal of ensuring that everyone in Ontario has access to quality health care at every stage of their lives and as close to home as possible. And it shows you how we're managing to achieve that goal. The Business Plan outlines what we've accomplished so far and our strategies and commitments for creating a better system. Most importantly, it shows you how, and how well, we're spending your tax dollars.

Ontario's spending on health programs and services will increase for the sixth consecutive year to $23.5 billion in 2001-2002. That's $1.2 billion more than in 2000-2001. This means the government will meet its 1999 Blueprint commitment to increase health care spending by 20 per cent, two years ahead of schedule.

In spite of spending increases, the Ontario government believes that fundamental reform is necessary to save Canada's health system. Increasing spending at this rate is not sustainable, given that our population is growing, health services are being used more, and more sophisticated technologies and drugs are driving up costs. Responsible choices and tough decisions are needed not only to sustain but also to save our health care system. That is why we agree that a national dialogue on health care is long overdue. However, waiting for the results of the federal Commission on the Future of Health Care in Canada, due in November 2002, is far too long to wait.

We want to deal with saving our health system much sooner. We will be calling on the public in Ontario to take an active role in considering fundamental changes to the health system. We'll be asking patients, doctors, nurses, administrators, and the public, to identify needed reforms and the best way to use the billions of dollars spent annually on health. And, we're continuing to call upon the federal government to provide its fair share – 50 per cent of all health care funding increases.

We know that health care resources are not endless, but we also believe that careful and strategic planning for the future can bring stability to the system.

The Honourable Tony Clement
Minister of Health and Long-Term Care

Ministry Vision

Our vision is clear: a health system that promotes wellness and improves health through accessible, integrated and quality services at every stage of life and as close to home as possible.

With this vision, Ontario has embarked on an unprecedented modernization of its health system. We are restructuring hospitals, moving on 24-7 access to health care, investing in better, more modern facilities, expanding community services, educating the public about disease prevention and healthy living, addressing human resource needs and ensuring that all parts of the health system are more accountable.

Our goal is a system that ensures everyone in the province has access to quality health services – services to which they are entitled – at every stage of their lives. It's a health system that is integrated, affordable, accountable and sustainable.

This business plan shows our progress on fundamental reforms and new initiatives that are helping to make this vision a reality.

Core Businesses

The Ministry of Health and Long-Term Care has the responsibility of overseeing and funding an enormous and complex system of health services. It does so through five core businesses that work together to ensure that people get the health services they need, when and where they need them. Over the last year, the ministry realigned its core businesses to more closely match its organizational and fiscal structures to improve effectiveness and enhance accountability.

Public Health, Health Promotion and Wellness

This core business aims to preserve people's health and independence by preventing illness, injury and premature death, and by promoting healthy lifestyles. Many health problems can be lessened through community-wide prevention and early intervention programs. For example, immunization and education help to prevent infectious diseases. Programs that encourage healthy nutrition, physical activity and reducing alcohol and tobacco use help reduce the onset and the negative effects of chronic diseases.

Public health programs, community health centres, integrated services for children, substance abuse and problem gambling programs, AIDS, emergency health services, and Canadian blood services are all part of this proactive health area.

Ontario Health Insurance

Ontario Health Insurance provides insured benefits to Ontario residents to facilitate access to a wide range of health care services through physicians, Ontario Family Health Networks, Independent Health Facilities and Out of Province/Out of Country Hospitals. Preventing, detecting, and deterring fraudulent use of the health system by monitoring and assessing both billings and the use of services is an essential part of the Ontario Health Insurance core business. So is verifying the continuing eligibility of people for OHIP coverage and investigating suspected fraud. Programs that fall under this core business include Ontario Health Insurance, Drug Benefits, Laboratory Services and Assistive Devices.

Integrated Health Care Programs

Integrated Health Care Programs offer appropriate services and technology to respond to changing needs of individuals in institutional and community-based settings. These include community hospitals, speciality hospitals, academic health science centres, and long-term care facilities. It also provides for services closer to home, including Community Care Access Centres, community based long-term care and mental health services and cancer care services.

The ministry regulates and funds hospitals and long-term care facilities but does not directly manage them (except for psychiatric hospitals, which are being divested to the public hospital system). These facilities are independent corporations run by independent boards.

Ontario's mental-health system includes services provided by the four provincial psychiatric hospitals, five specialty hospitals and 52 general hospitals, as well as 446 community mental health programs. Mental health reform is integrating out-patient and in-patient care in local communities.

Core Businesses (continued)

Over the past few years, Ontario has embarked on a major expansion of long-term care centres to meet the needs of a growing and ageing population. The government has committed $1.2 billion towards the addition of 20,000 new long-term care beds and community-based services. Long-term care centres provide health services for people who can no longer live independently in their own homes and who need nursing and personal care 24 hours a day. The government has committed to redeveloping approximately 16,000 older long-term care beds by 2006. The upgrading of older beds is an important part of the government's larger strategy to put in place a new infrastructure for a modernized health system in Ontario, to address the changing health care needs of its population.

Reform of the long-term care system has brought all of the province's 501 facilities under one administrative, funding and accountability system. Community Care Access Centres (CCACs) manage admissions to long-term care facilities. Ontario's 43 CCACs are vital to community health services. They provide one-stop access to a wide range of programs including in-home health, personal support, and homemaking services to about 200,000 people each month. In addition, the ministry funds about 900 agencies that provide community support programs, such as Meals on Wheels and supportive housing.

Health Policy and Research

The Health Policy and Research core business integrates the ministry's policy and planning functions to provide clear, consistent, and timely direction to support and improve the Ontario health care system. System-wide planning allows the ministry to strategically allocate resources and ensure the seamless delivery of health services across the province. The program also funds clinical training primarily in medicine but also in other selected health disciplines and special projects related to recruitment and retention of health care professionals.

Health Policy and Research also measures the performance of Ontario's health system and co-ordinates policy with the federal government and other provinces and territories. The government funds research to improve the delivery of health services. The ministry, along with 21 professional regulatory bodies, ensures professional standards, patient safety, and supports education and training programs. The goal is to create legislation, standards, policies and programs to meet the needs of a growing, changing, and ageing population, and an evolving health care system.

Internal Administration

This core business provides operational and strategic business support to the ministry. This core business also includes the Nursing Secretariat and Smart Systems and Knowledge Management. The Nursing Secretariat provides strategic policy and planning advice to the ministry from a nursing perspective, and helps implement recommendations from the Nursing Task Force. Smart Systems for Health will provide and manage an integrated health information management infrastructure that will permit the government to meet its commitment to system restructuring and address the information technology needs of ministry projects.

Annual Report on Key Achievements for 2000-2001

Ontario's spending on health programs and services in 2000-2001 reached a high of $22.3 billion. With this investment, the government continued to make considerable progress in shaping a modern, integrated, more effective and efficient health system – a system that provides quality, affordable, accessible health services, as close to home as possible, for everyone in Ontario at every stage of their lives.

This investment in health care provided funds for public hospitals and their critical programs such as dialysis and treatments for heart disease and cancer patients; long-term care and community care programs including 43 Community Care Access Centres and the agencies that provide in-home nursing, therapy and homemaking services.

The ministry also supported the Premier in his role to negotiate restoration of the Canada Health and Social Transfer (CHST) from the federal government. While the partial restoration is a good first step, the federal government is still providing less to health care in Ontario than it did in 1995. The federal contribution is less than 14 cents on the dollar for health and social spending.

Our strategies for achieving our goals in 2000-2001 reflected the ministry's commitment to health and to health reform by improving access to medical services; implementing better care practices; preventing illness; and supporting health research.

Improving Access

Ontario is ensuring timely access to a full range of hospital care and treatments by expanding programs, increasing spending on research and teaching, and improving access to rehabilitation and continuing care services.

The government has invested $186.2 million to build new regional cancer centres in Durham, Peel, Kitchener-Waterloo, St. Catharines and Sault Ste. Marie, and expand existing cancer centres across Ontario. Regional cancer centres received an additional $27.2 million, to treat more chemotherapy patients with new, "leading-edge" drugs. We also started to examine how to best meet the needs of the growing number of cancer patients needing palliative care.

Three new advanced cardiac centres are being constructed at Trillium Health Centre, St. Mary's Hospital and Southlake Regional Health Centre, to serve the areas of Mississauga, Kitchener and York/Simcoe. The Trillium Health Centre site in Mississauga has been fully operational since fall 2000. Funding of $22.5 million provides for 12 new and five expanded dialysis units across Ontario. The government also approved $9.4 million for orthopedic implants.

A key accomplishment last year was the development of a comprehensive organ and tissue donation strategy and the passage of legislation that moved us closer to meeting the Premier's Millennium challenge of doubling Ontario's organ donor rate by 2005.

In 2000-2001, Ontario made the largest one-year hospital operating investment in its history – over $1 billion – with most of the new funding used for more hospital beds and to improve many chronic care and rehabilitation facilities.

Our Emergency Services Strategy, together with free flu shots and alternative funding agreements for doctors, helped ease pressures in hospital emergency departments, especially during flu season. The strategy included more beds for patients, more staff and the establishment of networks and emergency service coordinators across Ontario.

To improve services to patients, we committed $10 million for a Patients' Charter and hospital report cards that tie hospital funding directly to how well they perform.

Health Concerns Detected Early

Detecting an illness early, whether it's heart disease, cancer or diabetes, means better, more timely treatment.

In 2000-2001, the ministry supported the expansion of the Ontario Breast Screening program so all women aged 50 and over can have better access to breast screening. The program opened 18 new sites for a total of 72 sites across the province, and achieved a 22 per cent increase in the number of women screened. The ministry also launched a new province-wide program to provide eligible people with genetic screening for breast, ovarian and colon cancer.

By the end of January 2001, the ministry approved a total of 42 Magnetic Resonance Imaging machines (MRIs) which could reduce the need for expensive exploratory surgery. These high-tech machines can detect brain and spinal diseases, several forms of cancer, musculoskeletal disorders and many heart conditions.

Ontario's Telehealth toll-free telephone health advisory service was launched early in 2001 in the 416 and 905 area codes. The toll-free number for these areas is: 1 (800) 797-0000. Callers get timely access to experienced registered nurses for health advice, information and referrals 24 hours a day, seven days a week. Telehealth will be expanded province-wide by the end of 2001.

Our primary care expansion initiative made significant advances, and by the end of March 2001, 172 doctors, seven nurse practitioners, and 222,000 patients were participating in Primary Care Networks in six communities. During 2000, the ministry and the Ontario Medical Association agreed to expand these networks. Primary Care Networks were renamed Ontario Family Health Networks in early 2001 with the announcement of Dr. Ruth Wilson as the Chair of the Ontario Family Health Network Agency. The government's goal is for 80 per cent of eligible family doctors to join a network within four years.

Information technology is key to making the Ontario Family Health Network expansion work. The 2000 Ontario budget provided $100 million in incentive funding for doctors and $150 million for information technology to support these networks. This allows information sharing among health care professionals while protecting the privacy of sensitive data.

Laboratory reform planning began in three regions of the province and involved physicians, hospitals and community laboratories. Reform of hospital and community laboratories will reduce duplication of services and increase accountability, quality and access to lab services. As part of the reforms, an enhanced quality management program was announced. We continued to develop the Ontario Laboratory Information System. This system will improve patient care by allowing authorized medical personnel access to relevant lab service information as quickly as possible, 24 hours a day, seven days a week.

Community Care

The sustainability of our health system greatly depends on patients being able to receive care in their communities rather than in hospitals.

Early last year, the Long-Term Care Redevelopment Project was established to ensure that Ontario's ageing population will have access to long-term care facilities. We helped cut red tape and reduced delays for operators in assembling land and obtaining zoning approvals. We streamlined processes and facilitated creation of successful partnerships and joint ventures in the development and construction of long-term care beds, in order to ensure that new long-term care beds are built on time and in service areas where they are most needed.

The ministry has invested $1.6 billion to provide in-home health care and support services to let people recuperate at home, live independently and stay at home longer instead of being admitted to hospitals or long-term care facilities. We also expanded school health supports, personal support services and medical equipment to children outside the provincial public school system.

The government is working aggressively to address the issue of physician supply and distribution, to help meet the needs of patients across the province. We provided $1 million to increase the future supply of physicians by expanding medical school enrolment by 40 positions in the fall of 2000, in response to the interim report of the Ministry appointed Expert Panel on Health Professional Human Resources. These positions were filled at the start of the 2000 academic year. We recently committed $4 million to provide free tuition and location incentives to new doctors willing to practice in underserviced areas. In support of the short-term recommendations of a ministry-appointed fact-finder on physician supply, we committed $11 million annually to expand medical training programs targeted to underserviced areas and specialties and provided training opportunities to enable more foreign trained doctors to practice medicine in Ontario.

In 2000-01, the ministry spent more than $2.5 billion on mental health programs and services such as crisis response, survivor initiatives, more hospital beds, community treatment teams, eating disorder treatment, homelessness initiatives, psycho-geriatric outreach, and housing support. We implemented the first phase of the multi-year homelessness initiative, acquiring 962 housing units for people with a serious mental illness. We also developed a new policy framework for employment supports for people with serious mental illness.

Key Achievements (continued)

Proclamation of "Brian's law" on December 1, 2000 and its implementation was a major step forward for mental health. The legislation amended the Mental Health Act and the Health Care Consent Act so that people with serious mental illness can get the care and treatment they need in their communities. The province struck nine Mental Health ImplementationTask Forces to provide regional leadership and advice in restructuring local and regional mental health services in communities across the province as set out in *Making It Happen*.

Health Promotion

One responsibility of a modern health system is to show people how they can lead healthy lives. In 2000-2001, the ministry increased its preventive health programs.

An innovative $38 million program made free flu shots available to everyone in the province. The first program of its kind in North America, it aimed to keep people healthy and reduce pressures on family doctors and emergency rooms. The number of laboratory confirmed cases of influenza in Ontario dropped to 840 in 2000-2001 from 2,889 in 1999/2000.

A $17 million, five-year Heart Health program raised public awareness about the benefits of physical activity and healthy eating to reduce heart disease. This funding supported the work of more than 700 community groups and 37 agencies in spreading information about Heart Health throughout the province.

Funding for anti-tobacco initiatives increased from $9 million to $19 million last year. This included $1 million to help the Canadian Cancer Society (Ontario Division) establish the Smokers' Helpline, a province-wide, toll-free telephone service to help people quit smoking.

We invested an additional $7 million to expand diabetes education programs across Ontario. Currently, 120 programs are in operation. Ontario's diabetes strategy focuses on promoting self-care and preventing complications for the more than 600,000 people diagnosed with diabetes in the province.

Implementation is now under way for one of the most comprehensive strategies in North America to prevent stroke and rehabilitate stroke victims. The ministry is providing $30 million annually to establish regional stroke centres across Ontario. Six Regional Stroke Centres were designated in 2001-2002. In addition, Ontario is investing in improved rehabilitation for stroke survivors and better prevention programming throughout Ontario.

We increased funding for our Healthy Babies Healthy Children program from $20 million in 1998-99 to $67 million in 2000-2001. This program is part of our long-term commitment for an integrated system of effective services that improves the well-being of children in Ontario. The program, screens newborns in hospitals and contacts the family by phone 48 hours after hospital discharge. It provides assessments by public health nurses, links families with services, and offers home visits. Last year, all newborns of parents who consented to the screening were screened. We also developed plans for a universal hearing screening program for children.

Key Achievements (continued)

The ministry has invested $4 million in asthma research, education, prevention and helping patients manage the disease. We also helped implement arthritis management pilot projects at five Community Health Centres last year.

Sixty AIDS service organizations received a total increase of $1 million, allowing them to strengthen their support to people living with HIV and their families and friends, and to enhance educational programming. As of December 2000, 5,391 people living with HIV and 2,575 family, friends and others were receiving support from ministry-funded AIDS services agencies.

Key Commitments and Strategies 2001-2002

Ontario's spending on health programs and services will increase to a record high of $23.5 billion in 2001-2002. That's $1.2 billion more than in 2000-2001. In 1995-1996, 38 cents of every dollar for programs in the province went to health care. This year, 45 cents of every dollar will go to health care.

The government has made considerable progress in modernizing and strengthening Ontario's health care system, but the province cannot continue to increase its spending on health care at this rate. Neither can the other provinces, which are also facing increasing health care costs.

Ontario will continue to call upon the federal government to provide its fair share – 50 per cent of all health care funding increases.

In spite of the need for reform, our strategies for 2001-2002 will continue to support Ontario's health objectives of keeping people healthy, providing early diagnosis and treatment, ensuring timely access to health care and treatment, and providing health services closer to home.

The ministry's Statement of Environmental Values outlines our continuing commitment and support of environmental issues in all our policy decision-making.

Public Dialogue

We will engage in a public dialogue to discuss our health care system.
The Ontario government believes that fundamental reform is needed to save Canada's health system. We will open up a comprehensive, provincial dialogue with the public, patients, nurses, doctors, hospital administrators, and others with an interest in the future of Ontario's health care system. We want to identify needed reforms and to seek consensus on the best way to allocate health care spending.

We will encourage the federal government to provide adequate, sustainable, long-term health care funding.
We will take the debate about health care to the people of Ontario so there is an open dialogue about the future of health care. For 2001-2002, even with the additional federal Canada Health & Social Transfer (CHST) funding, the federal government is contributing less than 14 cents on the dollar on health and social spending.

Health Care Provider Accountability

We will increase accountability of the health care system.
Hospitals will be required to report annually on their performance, present annual operating plans and balance their budgets every year. We will showcase the achievements of the most efficient hospitals through report cards that tie hospital funding directly to how well they perform, and provide a Patients' Charter that lets people know what they have a right to expect. We will take a look at how health care providers, including community agencies, can improve their efficiency and effectiveness.

We will ensure that there's better co-ordination of programs and services.
We will develop integrated and coordinated networks that provide access to a range of programs and services which put the patient first while using resources more effectively and efficiently. Our commitments include ensuring that:

- Rural and northern hospitals develop networks to improve patient services, and that
- Regional Emergency Services Networks across the province are comprised of a variety of providers including, hospitals, long-term care facilities, ambulance services and CCACs, and that they meet to address emergency room issues.

We will also implement the Ontario Stroke Strategy to coordinate services in hospital emergency departments, rehabilitation and stroke prevention programs, and in the community.

We will continue our zero tolerance policy for fraud.
We will continue our association with the OPP to provide investigative services. We will continue to work with our partners in the health care system to help identify ways to prevent and deter fraud. We are committed to implementing legislative reforms necessary to tackle fraud more strongly and to ensure offenders are accountable. We are committed to addressing the issue of "user-fraud" and will focus enforcement efforts on such cases.

Providing Early Diagnosis and Treatment

We will continue to reform Ontario's primary health care system.
The Ontario Family Health Network's goal, by the end of 2003-2004, is to have 80 per cent of eligible family doctors voluntarily practicing in more than 600 Family Health Networks (FHNs). This will enhance the effectiveness and accessibility of primary care and enable the collaboration of physician and other provider services. To this end, the 2000 Ontario budget provided $100 million for doctors and $150 million for information technology to support these networks.

We will improve access to health services throughout Ontario.
By the end of 2001, Ontario's Telehealth toll-free telephone advisory service will be available province-wide to give callers timely access to experienced registered nurses for health advice, information and referrals, 24 hours a day, seven days a week.

Key Commitments and Strategies (continued)

We will enhance the use of information technology to improve health services.
Smart Systems for Health will create a "digital nerve system" to connect health care providers to one another. Through a secure information network, health care providers will be able to quickly access health information where authorized and necessary for patient care. This will contribute to better service and ultimately better health care for Ontarians. For example, the Ontario Laboratory Information System will give physicians timely access to their patients' laboratory test results.

Services Closer to Home

We will continue to develop services to meet the needs of a growing and ageing population.
We will continue with our development of long-term care beds to ensure that there is community care for the elderly and improved quality of life in nursing homes and homes for the aged. We are committed to working toward completing our commitment of building 20,000 new beds by 2004 and redeveloping 16,000 old beds by 2006.

We will improve the way we distribute resources to meet changing needs.
We are working to implement the government's response to the Expert Panel on Health Professional Human Resources to increase the supply of Ontario physicians. We are committed to a northern medical school with a main site at Laurentian University in Sudbury and a clinical education campus at Lakehead University in Thunder Bay. Medical school enrolment will be expanded by up to 120 positions over the next two years across the province, and post-graduate training positions will increase by up to 25 in northern and rural communities, beginning in 2002. We will also ask our partners in the health care system – doctors, nurses, patients and administrators – to help us identify the best ways to continue to provide quality health care.

We will expand and strengthen community services.
The 2001 Ontario Budget invests an additional $26.4 million over three years to improve facilities for community mental health organizations. It provides $20 million annually to support Children's Treatment Centres and commits $15 million a year government-wide to break the cycle of youth prostitution.

Keeping People Healthy

We will continue to focus on public health promotion.
Building upon our success last year, we will again offer free flu shots to Ontario residents. We will continue to work towards reducing pressures on hospital emergency rooms, especially during periods of peak use in fall and winter. We have renewed our efforts to promote healthier life-styles with the Ontario Tobacco Strategy, which has focussed on public education, cessation and youth smoking prevention.

Key Performance Measures

Accountability and performance measurement are at the forefront of government concerns. The Ministry of Health and Long-Term Care continually monitors its goals for an improved health system. By linking the effectiveness of services to performance measures, the ministry can see how its reforms are working. Performance measures also help the ministry plan for the future sustainability of the health system.

<table>
<tr><td colspan="3">Ministry of Health and Long-Term Care Core Business : Public Health, Health Promotion and Wellness</td></tr>
<tr><td colspan="3">To protect, promote and enhance health; preserve independence; prevent or delay illness, injury and premature death of people in Ontario at all stages of life.</td></tr>
<tr><td colspan="3">Measures from the program areas in this Core Business focus on the promotion of health, and on disease prevention.</td></tr>
<tr><th>Measures</th><th>Standard / Target</th><th>2001-2002 Commitments</th></tr>
<tr><td>Increased access to supports and services for families with children prenatal to six years of age.</td><td>100% of live births screened in the postpartum period for risk factors related to child development.
100% of families referred to Healthy Babies, Healthy Children (HBHC) program and those who need more supports referred to community-based services by 2003.
100% of high-risk families offered HBHC home visiting services.</td><td>100% of live births will be screened in the postpartum period for risk factors related to child development.
75% of families, referred to HBHC and those who need more supports will be referred to community-based services.
100% of high-risk families will receive HBHC home visiting services.</td></tr>
<tr><td>Prevention of infectious diseases as indicated by:
- immunization rates in school-age children for diphtheria, pertussis, polio, tetanus, measles, mumps, and rubella;
- influenza immunization rates among residents and staff in long-term care facilities and among staff in hospitals.</td><td>Immunization rates in school-age children for diphtheria, pertussis, polio, tetanus, measles, mumps, and rubella increased to 95% by the year 2005.
Influenza immunization rates in long-term care facilities increased to 95% by the year 2005.</td><td>85% immunization rate in school-age children for diphtheria, pertussis, polio, tetanus, measles, mumps, and rubella.
95% influenza immunization rate among residents and 90% for staff of long-term care facilities.
70% influenza immunization rate among hospital staff.</td></tr>
</table>

Key Performance Measures (continued)

Measures	Standard / Target	2001-2002 Commitments
Reduced tobacco use in adults as indicated by the % of adults using tobacco.	% of adults using tobacco decreased by 4% by 2010 - from 21% to 17%.	Ontario Tobacco Strategy will provide four provincial tobacco cessation initiatives aimed at adults: - mass media campaign - 1-800 Quit support line - clinical tobacco intervention for health care professionals - quit and win contest.

Ministry of Health and Long-Term Care	Core Business: Ontario Health Insurance
To improve the health status of people in Ontario by ensuring access to high quality and sustainable health services.	
One of the key areas this Core Business focuses on is the implementation of Ontario Family Health Networks. Measures on the establishment of Ontario Family Health Networks provide some indication of the extent to which this Core Business is achieving its long-term goal.	

Measures	Standard/Target	2001-2002 Commitments
Establishment of Ontario Family Health Networks. % of family health providers funded on capitation basis and not fee for service basis.	Expansion of Ontario Family Health Networks to provide for voluntary participation of 80% of eligible family doctors by end of 2003-2004 according to the 2000 agreement between the OMA and the government. Up to 640 family health networks by end of 2003-04. Up to 9.6 million enrolled patients by end of 2003-2004.	Voluntary participation of up to 12.5% of eligible family doctors in family health networks. Establish 100 family health networks.

Key Performance Measures (continued)

Ministry of Health and Long-Term Care	**Core Business: Integrated Health Care Programs**

To regulate and fund acute care hospitals, provincial psychiatric hospitals, long-term care facilities, Community Care Access Centres (CCACs) and community services so that the needs of Ontario's changing population are anticipated and appropriate services and technology are available throughout people's lives, close to their homes in their chosen communities.

Measures from the program areas in this Core Business focus on Community Care Access Centres, the homelessness initiative, cancer care, the long-term care redevelopment project, long-term care facilities and the implementation of the Nursing Task Force recommendations.

Measures	Standard / Target	2001-2002 Commitments
Children referred to CCACs for school-based services: % of children with some medical problems or physical disabilities who are able to attend school because of services provided in public, private and home-based school systems.	100% of children who meet eligibility criteria receive services in public, private and home-based school systems.	100% of eligible applicants.
Increasing the number of housing units for people with serious mental illness who are homeless or at risk of becoming homeless as indicated by providing a total of 3,600 housing units.	100% (3,600 housing units) acquired by 2003.	A cumulative total of 2,280 units will be acquired.
Survivor rates for cancer for people in Ontario are equivalent to the national and US averages as indicated by: - interval survivor rates at five year intervals - % of people in Ontario receiving services outside the province compared to within Ontario.	No change expected. 10% yearly decrease in the number of people in Ontario receiving services outside Ontario (expect total number of patients treated outside Ontario to decline by 500 patients over five years).	No change expected. 10% decrease (100 patients).

Key Performance Measures (continued)

Measures	Standard / Target	2001-2002 Commitments
LTC Facility Beds: Residents of LTC facilities receiving quality care, programs and services in a safe and home-like environment in accordance with provincial legislation, standards and policies, as shown by: - results of annual compliance reviews - redevelopment of existing, non-compliant LTC beds ("D" beds) so that they meet or exceed current design standards	100% of facilities inspected annually. Less than 1% of facilities in enforcement within a fiscal year. 100% of "D" beds redeveloped by 2006 (i.e. 15,858 beds).	100% of LTC facilities will be inspected. Less than 1% of LTC facilities will be in enforcement. A cumulative total of 2,148 "D" beds will be redeveloped (i.e. 13.5% of total "D" beds).
Sufficient number of LTC beds to allow people in Ontario to enter a facility of their first choice as shown by: - total number of beds - number of beds per 1,000 population +75	35% increase in total number of beds by the year 2004 (i.e. 20,000 new beds). Bed ratio to peak in 2004-2005 and then decline as the +75 age group increases.	A cumulative total of 6,127 new LTC beds will be constructed (i.e. 30.6% of total new beds). Present data for 2001-2002 and trend toward target.
Number of Nursing Task Force recommendations implemented.	Progress made in all eight recommendations.	Will continue to work on all eight recommendations in collaboration with stakeholders.

Key Performance Measures (continued)

Ministry of Health and Long-Term Care	**Core Business: Health Policy and Research**
To meet the needs of a growing, changing and ageing population; ensure the seamless delivery of health services across the province; renew accountability; improve efficiency and effectiveness, and ensure the sustainability of the health system; improve regional access to appropriate professional services in communities across the province and promote the development of professional standards and improvement of patient safety.	
Measures from the program areas in this Core Business focus on creating policies to meet the needs of a growing, changing and ageing population. Ongoing planning activities, such as the Clinical Education program work to improve the supply and distribution of health care professionals in order to enhance regional access to appropriate professional services in communities across the province. Together these measures provide some indication of the extent to which this Core Business is achieving its long-term goal.	

Measures	Standard/Target	2001-2002 Commitments
Rating by people in Ontario of quality, availability and accessibility of health services received.	Ontario's ratings better than corresponding national averages.	Will meet or exceed national averages for ratings.
Number of general practice and specialist doctors province-wide and in under-serviced areas.	Increase/maintain the approximately 20,000 general practice and specialist doctors province-wide and in areas with fewer doctors per population than the provincial average. Increase the number of months of rural and northern medical education taken by doctors in training.	575 doctors with new billing numbers will be practising in Ontario. 50 trainees will be in medical training positions that are targeted to areas and specialties in need to meet short-term physician services requirements. 320 medical students and residents will receive training in rural or northern locations to encourage future practice in under-supplied areas.

2000-2001 Ministry Spending by Core Business – Interim Actuals *

Ministry of Health and Long-Term Care

Operating**	$22,277 million
Capital	$211 million
One-time Capital	$140 million
One-time Major Operating	$486 million
	6,610 staff

Public Health, Health Promotion & Wellness

Operating	$1,375 million
Capital	$8 million
	620 staff

Health Promotion and Illness Prevention
Integrated Services for Children
Community Health Services
Public Health
Emergency Health Services

Integrated Health Care Programs

Operating **	$12,587 million
Capital	$343 million
	3,205 staff

Integrated Health Care Programs
Mental Health Facilities
Hospital Restructuring

Ontario Health Insurance

Operating	$7,865 million
	1,820 staff

Ontario Health Insurance
Drug Programs
Laboratory Services
Assistive Devices Program

Health Policy and Research

Operating	$309 million
	180 staff

Health Policy and Research

Internal Administration

Operating	$141 million
	785 staff

Ministry Administration
Ontario Review Board
Smart Systems and Knowledge Management

Note: Staff numbers are shown as full-time equivalents as of March 31, 2001
* PSAB-based (Public Sector Accounting Board)
** Excludes health care restructuring and major one-time costs

2001-2002 Ministry Approved Allocations* by Core Business - Plan

Ministry of Health and Long-Term Care	
Operating**	$23,486 million
Capital	$200 million
One-time Major Operating	$190 million
	4,460 staff ***

Public Health, Health Promotion & Wellness	
Operating	$1,408 million
Capital	$9 million
	560 staff

Health Promotion and Illness Prevention
Integrated Services for Children
Community Health Services
Public Health
Emergency Health Services

Integrated Health Care Programs	
Operating **	$13,175 million
Capital	$191 million
	1,110 staff

Integrated Health Care Programs
Mental Health Facilities
Hospital Restructuring

Ontario Health Insurance	
Operating	$8,430 million
	1,825 staff

Ontario Health Insurance
Drug Programs
Laboratory Services
Assistive Devices Program

Health Policy and Research	
Operating	$344 million
	175 staff

Health Policy and Research

Internal Administration	
Operating	$129 million
	790 staff

Ministry Administration
Ontario Review Board
Smart Systems and Knowledge Management

* PSAB-based (Public Sector Accounting Board)
** Excludes health care restructuring and major one-time costs
*** Reflective of the implementation timetable of the Health Services Restructuring Commission's divestment decisions regarding provincial psychiatric hospitals.

Who to Call

We welcome questions or comments about the ministry's business plan. Please send them to:

Ministry of Health and Long-Term Care
Client Services Unit
Room M1-57
900 Bay Street
Queen's Park
Toronto ON M7A 1N3

Fax: (416) 327-8791

INFOline:	1-800-268-1153
In Toronto:	(416) 314-5518
TTY:	1-800-387-5559
Web site/e-mail:	http://www.gov.on.ca/health

You can also contact:

For Community Services and Hospitals
Sharon Balsys – (416) 327-4381
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or
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For Long-Term Care Redevelopment Project
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For Ontario Family Health Network and CCACs
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For Integrated Policy and Planning
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MINISTRY OF INTERGOVERNMENTAL AFFAIRS

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Brenda Elliott

I am pleased to present the 2001-2002 business plan for the Ministry of Intergovernmental Affairs. It outlines our goals for the upcoming year and includes a report on our achievements for 2000-2001.

The government of Ontario is committed to maintaining a strong and prosperous Ontario within a united Canada. The Ministry of Intergovernmental Affairs contributes to that commitment by working to promote practical changes that strengthen the Canadian federation and national unity.

The Ministry of Intergovernmental Affairs provides strategic advice to the Premier, Cabinet and other ministries on Ontario's relations with the federal government and with provincial and territorial governments. Ontario's intergovernmental agenda also requires the province to devote attention to relations with key U.S. states on major issues that affect the people of Ontario.

One of the dominant issues on the federal-provincial agenda continues to be health care funding and reform. Health care was the focus of discussions at the Annual Premiers' Conference in August 2000, and the First Ministers' Meeting (FMM) in September 2000. Ontario played a leading role at both meetings. The funding for health care that the federal government announced at the 2000 FMM falls far short of addressing cost pressures in the health care system. Ontario has called upon the federal government to provide its fair share – 50 per cent of all health care funding increases.

In 2001-2002, the Ministry of Intergovernmental Affairs will continue to consolidate and expand on the significant progress that marked the past year.

Brenda Elliott

The Honourable Brenda Elliott
Minister of Intergovernmental Affairs

Ministry Vision

The Ministry of Intergovernmental Affairs will ensure that Ontario continues to play a constructive role in strengthening the Canadian federation and preserving national unity, while promoting a strong and prosperous Ontario.

Strategic advice from the ministry will support and advance the government's priorities of (1) encouraging economic growth and jobs and (2) improving the efficiency and accountability of government.

The ministry will work with federal and provincial governments to strengthen Canada by improving the way in which both orders of government work together to provide efficient, effective and reliable programs for Canadians.

The ministry will work with other ministries of the government to promote Ontario's interests with other governments in Canada and the U.S.

Core Businesses

The core business of the Ministry of Intergovernmental Affairs is to provide strategic advice to the Minister of Intergovernmental Affairs, the Premier and Cabinet on leading intergovernmental issues. At any given time, Ontario is involved in a number of complex federal-provincial and interprovincial policy and program issues. At times, these issues also incorporate an international dimension, involving either Canada's or Ontario's relationship with U.S. states or other important trading partners.

The ministry's role is to provide provincial decision-makers with advice on strategy for managing these diverse issues, in order to maximize Ontario's success in attaining its intergovernmental objectives.

Within this core business, the ministry performs five principal functions, all of which are inter-related.

Rebalancing and Renewing the Federation

The Canadian federation is constantly evolving. The ministry is involved in both formal and informal efforts to rebalance and renew the federation -- work that has potentially significant implications for national unity. The federation is strengthened by demonstrating that it can become more efficient and flexible.

The ministry works to improve partnerships and relationships with other provinces by maintaining ongoing contacts with officials in other provinces, monitoring developments and gathering information.

Ontario's Relations with the Federal Government

The ministry develops corporate strategies, monitors developments and provides advice to help the government effectively conduct Ontario's relations with the federal government on leading issues.

Ontario works closely with all other provinces and territories to develop positions. Priority issues being pursued with the federal government include tax cuts and the escalation of federal funding for health care.

Annual Premiers' Conference and First Ministers' Meetings

The ministry organizes and co-ordinates Ontario's participation in the Annual Premiers' Conference and First Ministers' Meetings, providing support to the Premier and the Minister for these and other major intergovernmental meetings. The ministry leads the development of Ontario's policy and communications objectives for these meetings.

The ministry also works with other ministries to prepare for provincial/territorial and federal/provincial/territorial ministers' meetings. The goal is to ensure that Ontario's position at sectoral meetings is consistent with Ontario's intergovernmental objectives and with the outcomes of the Annual Premiers' Conference and First Ministers' Meetings.

National Unity

Ontario's approach to renewing the federation through practical, non-constitutional change advances the province's interests in promoting national unity.

The ministry monitors events and opinions within Quebec, and advises on the potential national unity implications of actions the Ontario government may be considering. It also reviews national unity initiatives undertaken by the federal government.

North - South Initiatives

During 2000, the ministry established a north-south function to undertake research and monitor developments with implications for Ontario's relations with key U.S. states.

In pursuing these north-south initiatives, the Ministry of Intergovernmental Affairs works co-operatively with the Ministry of Economic Development and Trade, which has broad responsibility for economic development, trade policy and international affairs.

Annual Report on Key Achievements for 2000-2001

Annual Premiers' Conference and First Ministers' Meeting

The Ministry of Intergovernmental Affairs made significant progress on a number of intergovernmental issues in the course of the last year, reflecting its goals of strengthening the Canadian federation while promoting a strong and prosperous Ontario.

Key premiers' meetings included the 41st Annual Premiers' Conference (APC) in Winnipeg in August 2000 and a First Ministers' Meeting in Ottawa in September 2000. Health care was the dominant issue at both these meetings.

Ontario was successful in meeting its objectives at the 2000 APC. Ontario promoted positive steps to advance health care reform in Canada and improve public understanding of the issues. The Premiers agreed to release their report examining the cost drivers of the health care system, and committed to citizens to support publicly funded and accessible medicare, and to reform and review the delivery of health care in Canada. Ontario was a strong advocate for clarifying the roles of the federal and provincial governments in developing a system of accountability for Canadians on health care.

The Premiers also reaffirmed their call urging the federal government to fully restore the CHST and provide for appropriate escalation of funding. They were able to develop a consensus on health care and other important issues that reflects the values of Canadians and respects federal-provincial jurisdictions.

The Premiers' success at their annual conference was subsequently reflected in the work of the First Ministers' Meeting (FMM) held in September 2000.

The funding for health care that the federal government announced at the 2000 FMM falls far short of addressing cost pressures in the health care system. To maintain the health care system, the federal government needs to provide its fair share – 50 per cent of all health care funding increases.

Social Union Framework Agreement

Ontario continued to work on the Social Union Framework Agreement (SUFA) signed by all First Ministers, except Quebec, in February 1999. The Social Union Framework Agreement is designed to make social programs more efficient and effective for all Canadians by providing a framework for more cooperation between governments.

The ministry has continued to work with other provincial and territorial governments and with the federal government to implement the framework agreement. The Council on Social Policy Renewal has been the primary intergovernmental forum for this co-ordination.

The ministry released the Annual Report on Mobility in June 2000. The report indicated that Ontario is on track to meet the 2002 deadline in the framework agreement to remove all unreasonable residency-based barriers in post-secondary education, training, health, social services and social assistance. The report was posted on the ministry's web site and comments from the public were invited.

Ontario sees an effective dispute avoidance and resolution mechanism as critical to the successful implementation of the agreement. The Provincial/Territorial Council on Social Policy Renewal led work on dispute-avoidance and resolution provisions in the framework agreement. At the 2000 Annual Premiers' Conference, the premiers released the Provincial/Territorial paper on dispute avoidance and resolution. The paper sets out an innovative, practical three step approach to resolving intergovernmental disputes. The Premiers urged the federal government to consider it as a useful mechanism to prevent and resolve disputes.

North-South Initiatives

On behalf of the Government of Ontario, the ministry joined the Council of State Governments (CSG) in December 2000.

Ontario's north-south interests extend beyond commerce and economic development and include environmental, natural resource and transportation issues. The province continues to work with U.S. policy makers to ensure shared issues between Ontario and American states are addressed co-operatively.

The CSG is a non-partisan organization that represents the three branches (executive, legislative and judicial) of state government and brings together leaders from across the United States to consider intergovernmental issues, policy trends and best practices. It is a valuable forum for promoting Ontario's north-south interests and the ministry is exploring options for deepening Ontario's relationship with this organization.

In support of this, the Minister of Intergovernmental Affairs attended the CSG's annual meeting in December, 2000 – presenting a speech underscoring Ontario's interest in north-south relationships and participating as a panelist on seminars.

Key Commitments and Strategies for 2001-2002

The Ministry of Intergovernmental Affairs will continue to be a principal source of strategic advice on intergovernmental issues to the Premier, Minister and Cabinet.

The ministry will continue to provide strategic advice to the Minister and Premier on national unity issues, monitor events in Quebec and the other provinces, and advise on the potential national unity implications of the government's actions.

With respect to Ontario's relations with the federal government, the ministry will seek to protect Ontario's interests by working with other Ontario ministries to make sure that Ontario's positions are strongly advanced and co-ordinated, including the need to ensure that federal government programs treat the people of Ontario equitably.

The ministry will work with other provinces and territories and key U.S. states on issues of mutual interest.

The ministry will continue to provide support for the minister in her role on the Ministerial Council for Social Policy Renewal as it continues to discuss social policy priorities and the implementation of the Social Union Framework Agreement.

The ministry will work with other ministries to ensure that Ontario's positions at intergovernmental meetings are consistent with Ontario's intergovernmental objectives and with the outcomes of the Annual Premiers' Conference and First Ministers' Meetings.

Key Performance Measures

Core Business: Strategic Intergovernmental Advice			
Goals/Outcomes	**Measures**	**Targets/Standards**	**Commitments**
Strengthen the federation and preserve national unity while promoting a strong and prosperous Ontario.	The Ministry of Intergovernmental Affairs will evaluate achievement of its objectives at key intergovernmental meetings such as the Annual Premiers' Conference, First Ministers' Meetings and the Ministerial Council on Social Policy Renewal.	The ministry's ongoing goal is to achieve its objectives at key intergovernmental meetings.	The ministry will continue to evaluate its achievement of its objectives at key intergovernmental meetings where the Ministry of Intergovernmental Affairs is the lead Ontario ministry.

2000-2001 Ministry Spending by Core Business – Interim Actuals*

Ministry of Intergovernmental Affairs

Operating	$5 million
	35 staff

Strategic Intergovernmental Advice

Operating	$4 million
	34 staff

Ministry Administration

Operating	$1 million**
	1 staff

Note: Staff numbers are shown as full-time equivalents

* PSAB Based

** The ministry's internal administration budget includes $0.6 million for office lease and information technology expenditures

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Intergovernmental Affairs

Operating	$5 million
	40 staff

Strategic Intergovernmental Advice

Operating	$4 million
	39 staff

Ministry Administration

Operating	$1 million**
	1 staff

Note: Staff numbers are shown as full-time equivalents

* PSAB Based

** The ministry's internal administration budget includes $0.6 million for office lease and Information technology expenditures

Who to Call

Questions or comments about the ministry's business plan are welcomed.

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MINISTRY OF LABOUR

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Chris Stockwell

The Ministry of Labour plays a critical role in helping Ontario achieve the goal of becoming the best-performing economy, offering the highest quality of life in North America. This year, ministry activities centred on bolstering Ontario's competitive advantage – a winning formula of safe, fair, and high performing workplaces that has contributed to the creation of more than 822,000 jobs since 1995.

Among the highlights of 2000-2001, we fulfilled a number of significant Blueprint commitments. The outdated *Employment Standards Act* was comprehensively reformed for the first time in a quarter-century, providing more flexibility for businesses and employees to devise modern solutions that meet their specific needs. The new act also fulfills our commitment to give employees up to 10 unpaid days per year of job-protected family crisis leave.

The passage of the "Sunshine Law", part of *the Labour Relations Amendment Act, 2000*, required trade unions and umbrella labour organizations to disclose the salaries and benefits paid to officials and employees earning $100,000 or more. And, with the help of builders and unions in the residential construction sector, a new approach for settling collective bargaining disputes was introduced to limit the risk of consecutive strikes like those that paralyzed greater Toronto area homebuilders in 1998, playing havoc with new homebuyers. Other labour law reforms have helped to make Ontario's industrial, commercial and institutional construction sector more competitive.

I am pleased that 95.2 per cent of collective agreements were renewed without a strike or lockout last year, bringing Ontario's three-year average rate to 96.3 per cent. On the health and safety front, we acted to reduce future occupational illnesses by strengthening occupational exposure limits for hazardous substances in the workplace. And, we made young workers a priority, through initiatives that equip them with the information and knowledge they need to be safe at work.

In the coming year the ministry will focus on work and workplace issues in ways that contribute to jobs, investment and growth and which also help Ontario's workplaces to be healthy, safe and fair with productive relationships. Our aim is not only to ensure that legislated workplace standards are met but also to encourage high performance well beyond minimum requirements.

Sincerely,

The Honourable Chris Stockwell
Minister of Labour

Ministry Vision

Safe, fair and healthy workplaces characterized by productive relationships and high performance drive a vibrant, competitive economy and generate widespread benefits for all. The Ministry of Labour contributes to achieving this vision and to the prosperity of Ontario by advancing health, safety, fairness and productive relationships in the workplace and the broader community.

Core Business

Three core businesses fulfil the mission of the Ministry of Labour:

Occupational Health and Safety – supports Ontario workplaces in becoming among the safest in the world, where safety, productivity and competitiveness are inter-connected. Our contributions include setting, communicating and enforcing occupational health and safety laws to reduce or eliminate workplace injury or illness, primarily in the construction, mining and industrial sectors.

Employment Rights and Responsibilities – supports flexible and modern business practices that foster competitiveness and also ensure protection of Ontario workers through minimum standards of employment covering wages and working conditions. Our contributions include establishing and promoting fair, flexible and enforceable employment laws such as the *Employment Standards Act, 2000* and the *Pay Equity Act*. We encourage employer compliance through promotion, consultation, inspection, investigation and enforcement initiatives.

Labour Relations – supports balanced, stable and productive labour relations that foster greater self-reliance in the workplace and also enhance Ontario's position as an attractive place to work and invest. Our contributions focus on the settlement of workplace disputes under various employment-related statutes; assisting in the settlement of collective agreements; and providing information about collective bargaining.

Annual Report on Key Achievements for 2000-2001

Safe, fair and healthy workplaces with productive relationships drive economic prosperity by creating a competitive business climate, which encourages investment and generates new jobs. The passage of significant labour legislation last year reformed and updated critical areas of Ontario's workplace laws – encouraging and supporting growth and a competitive economy.

While the ministry continued to make progress in reducing workplace injuries and getting the safety message out to young workers, the Workplace Safety and Insurance Board (WSIB) continued its remarkable turnaround. In January 2001, the WSIB reported its unfunded liability had been almost halved to $6 billion, down from $11.5 billion in 1995.

The ministry is also the catalyst and steward of the Inspections, Investigations and Enforcement Secretariat; a project committed to finding the best and most innovative ways for 5,000 professionals from 13 ministries to deliver inspection and investigative services.

Occupational Health and Safety

Ontario had the distinction of achieving the lowest lost time injury (LTI) rate in Canada, based on WSIB data. In December 2000, Ontario's LTI of 1.8/100 workers marked a milestone in the province's continuing progress towards becoming one of the world's safest workplace environments. Ontario also met the Ministry of Labour's commitment to reduce the lost time injury rate by 30 per cent over five years. One benefit of this achievement is an average 29 per cent reduction in Ontario's WSIB premiums.

Ontario's public and private sector commitment to helping young people enter the workplace safely is widely supported by business leaders, educators, workplace safety organizations and parents from across the province. A very successful introduction of the Young Worker Awareness program into the grade nine and 10 curriculum has resulted in plans to expand *Live Safe! Work Smart!* to grades 11 and 12.

Key Achievements for 2000- 2001 (cont'd)

Ontario now has new regulations to protect workers from more than 700 hazardous chemicals in the workplace after Occupational Exposure Limits (OELs) for 202 substances were updated with input from stakeholders gathered through a comprehensive consultation process.

Employment Rights and Responsibilities

The *Employment Standards Act* was comprehensively reformed, for the first time in over 25 years, to reflect contemporary business practices and give employers and employees more flexibility to devise solutions that meet their specific needs. The law also establishes minimum standards for hours of work, vacation, wages, overtime and severance pay. Under the act, employees are entitled to 52 weeks of job-protected maternity or parental leave and up to 10 days of unpaid leave to deal with a family crisis. The changes to parental leave were proclaimed in December 2000. The rest of the changes to the act are expected to be proclaimed in mid-summer of 2001.

The ministry implemented a proactive inspection strategy focusing on the retail, restaurant/bar, gas station and garment sectors to help increase compliance levels for the *Employment Standards Act* by a targeted 20 per cent over the next five years in these sectors.

Labour Relations

Stable labour relations in the public and private sectors are a competitive advantage that encourages expansion of existing businesses and new investment. Ontario achieved a "no strike/no lockout" settlement rate of 96.3 per cent for all labour disputes during the last three years.

The *Labour Relations Amendment Act (Construction Industry), 2000* provides a creative new approach to collective bargaining that came into effect May 1, 2001 and will prevent contractors and new homebuyers from experiencing the crippling strikes that disrupted the residential construction sector in 1998. It will also help contractors in the unionized residential and industrial, commercial and institutional sector to be more competitive.

Key Achievements for 2000 - 2001 (cont'd)

Under the *Labour Relations Amendment Act, 2000,* passed in December 2000, unions and umbrella labour organizations were required to disclose, by April 1, 2001, the names, positions, salaries and taxable benefits of officials and employees earning $100,000 or more in salary and taxable benefits during the previous calendar year.

Other enhancements to workplace democracy achieved through the act include the extension of the open period at the end of collective agreements, to three months, from two. This strengthens employees' democratic right to determine by secret ballot if they wish to continue being represented by a union. The act also requires the Ministry of Labour to produce information outlining employees' rights and how to apply for decertification, to be posted in Ontario workplaces.

Commitments and Strategies for 2001-2002

The Ministry of Labour will move forward with speed and conviction to support Ontario's goal of becoming the best performing economy in North America with the highest quality of life. High performing companies that have healthy, safe and fair workplaces with productive relationships are what drive Ontario's economic growth.

To support Ontario's pro-growth economic strategies the ministry will:

- Modernize Ontario's workplace laws to meet the needs of the 21st century and make Ontario a highly attractive place to live, work, invest and raise a family;
- Improve the health, safety and fair treatment of Ontario workers by communicating and enforcing modernized policies through measures such as implementation of the *Employment Standards Act, 2000* and a new occupational health and safety prevention strategy;
- Eliminate red tape and respond to significant economic and demographic shifts;
- Encourage stable labour-management relationships in Ontario workplaces; and
- Provide expertise and assistance that helps business and labour be self-reliant in meeting or exceeding employment standards and health and safety standards.

During the coming year the ministry will:

- Forge the next five-year prevention strategy for workplace health and safety and deliver on other key prevention initiatives;
- Promote fair, flexible and innovative workplaces that contribute to a high performance economy by implementing new, modernized employment standards;

Commitments and Strategies (cont'd)

- Provide better service to workers, employers and taxpayers by improving the efficiency and client access to workplace-related services; and

- Lead development of integrated public protection services, such as the Inspections, Investigations and Enforcement initiative that support economic growth through more consistent strategies, policies and practices, and by streamlining and improving service delivery.

In support of the government's focus on growth, fiscal responsibility and accountability, the labour minister announced the government will consult broadly with the goal of introducing a code that would protect individuals and businesses in their dealings with government and its agencies. This code would protect the right to be treated fairly and with respect, to know why you or your business is being audited, inspected or investigated, and to be presumed to be law-abiding until the contrary is found. It will be called a "Declaration of Taxpayers' Rights."

By June 30, 2002, the government will review the competitiveness of Ontario's construction industry, particularly the industrial, commercial and institutional sector, and determine the effect of legislative amendments.

Key Performance Measures

Core Business: Occupational Health and Safety

Goals/ Outcomes	Measure	Targets/ Standards	2001-02 Commitment
An environment that makes Ontario workplaces among the safest in the world, where employers and employees prevent injury and illness	Rate of lost-time injuries (LTIs) resulting from workplaces accidents	1.8 LTIs/100 workers	Meet or exceed target/ standard

Core Business: Employment Rights and Responsibilities

Goals/ Outcomes	Measure	Targets/ Standards	2001-02 Commitment
Fair pay and working conditions	Rate of compliance with the *Employment Standards Act (ESA)* and the *Pay Equity Act (PEA)*	Increase rate of compliance with the *ESA* and *PEA* in targeted sectors by 20% over five years.	Develop and implement sector-specific strategies to increase compliance
Effective and accessible service to clients	Turn-around time for completed employment standards cases	Complete 70% of cases within 60 days	Complete 45% of cases within 60 days*

*NOTE: The ministry is committed to progressive improvement

Core Business: Labour Relations

Goals/ Outcomes	Measure	Targets/ Standards	2001-02 Commitment
Harmonious and stable labour relations	Settlements of disputes without strike or lockouts	Achieve an average 95% settlement rate of all disputes without strike or lockout	Meet or exceed target/ standard

2000-2001 Ministry Spending by Core Business – Interim Actuals*

Ministry of Labour

Operating $105 million*
1,215 staff

Occupational Health and Safety

Operating $46 million*
628 staff

- Occupational Health and Safety Labour Policy
- Mine Rescue Training
- Occupational Health and Safety Operations
- Workplace Safety and Insurance Advisory Program

Employment Rights and Responsibilities

Operating $23 million*
266 staff

- Employment Rights and Responsibilities Labour Policy
- Employment Standards
- Pay Equity

Labour Relations

Operating $20 million*
193 staff

- Labour Relations Policy
- Labour Management Services
- Ontario Labour Relations Board
- Public Service Appeal Boards

Ministry Administration

Operating $16 million*
128 staff

- Minister/Parliamentary Assistant and Deputy Ministers' Offices
- Internal Administration

*PSAB based

Note: Staff numbers are shown as full-time equivalents

2001-2002 Ministry Approved Allocations by Core Business Plan

Ministry of Labour
Operating $113 million*
1,400 staff

Occupational Health and Safety
Operating $48 million*
683 staff

Occupational Health and Safety Labour Policy
Occupational Health and Safety Operations
Workplace Safety and Insurance Advisory Program

Employment Rights and Responsibilities
Operating $26 million*
296 staff

Employment Rights and Responsibilities Labour Policy
Employment Standards
Pay Equity

Labour Relations
Operating $21 million*
218 staff

Labour Relations Policy
Labour Management Services
Ontario Labour Relations Board
Public Service Appeal Boards

Ministry Administration
Operating $18 million*
203 staff**

Minister/Parliamentary Assistant and Deputy Ministers' Office
Internal Administration
Economics and Business IT Cluster

*PSAB based

Note: Staff numbers are shown as full-time equivalents

** This includes 72 FTEs transferred to the Ministry to provide IT support to client ministries in the Economics and Business IT Cluster

Who to Call

Questions or comments about the ministry's business plan are welcomed.

For more information, call:

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MANAGEMENT BOARD SECRETARIAT

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. David H. Tsubouchi

I am pleased to report on Management Board Secretariat's initiatives to enhance government-wide efficiency, effectiveness, responsiveness, and key trends that will shape the government of Ontario for the 21st century.

The primary role of my ministry is to offer ministries the guidance and administrative support needed to deliver high quality, accessible, cost-efficient products and services to the people of Ontario. Our challenge is to do so in an environment marked by dramatic demographic shifts, evolving employment patterns, and technology that is radically affecting every aspect of our lives.

In the past year, we realigned our strategies to emphasize investing in people and business transformation through technology. We made good progress in both of these areas. To attract the people needed in the Ontario Public Service, we are embarking on programs to make the government of Ontario an employer of choice. On the technology front, we are on target with programs to develop a common technology infrastructure for the Ontario Government and a secure access card for the public. Management Board Secretariat has also initiated a plan to enhance access to all government services through its Electronic Service Delivery Strategy.

Citizens are more than "customers" or "clients". They are the true owners of the entire public sector. Our role in accountability is to make government operations transparent, to set standards for more openness on how we spend taxpayer dollars, and to provide timely and accurate reports on our performance and results. Tabling each ministry's business plan in the legislature and posting it on the Internet are two important ways of being accountable to our "shareholders", the people who live in Ontario.

It is a great privilege to be the Chair of Management Board of Cabinet and to lead the capable people of the ministry in their work to shape the government into a business-like model that can readily meet the challenges of the years ahead. I commend the entire ministry staff for their commitment to make the Ontario Government the best run public service in the world.

The Honourable David H. Tsubouchi
Chair, Management Board of Cabinet

Ministry Vision

Management Board Secretariat (MBS) is committed to making the Ontario Government the best run public service in the world in order to provide service excellence and value for money to the people of Ontario.

Ministry Mission

In support of our commitment to deliver quality services and value for money to the Ontario public, MBS will effectively manage government resources and provide ministries with standards, leadership and integrated solutions to achieve government priorities.

Core Businesses

During 2000-2001, Management Board Secretariat (MBS) was responsible for five specific core businesses: Corporate Controllership, Information and Information Technology which included the Archives of Ontario, Shared Services, Realty Services, and Gaming Policy and Program Development. Gaming Policy and Program Development has become part of the Ministry of Tourism, Culture and Recreation; that ministry will report on its achievements and future commitments.

Corporate Controllership

MBS shares responsibility for corporate controllership with Cabinet Office, the Ministry of Finance and the Ontario SuperBuild Corporation. The purpose of this core business is to help ministries effectively manage their operations and resources – people, money, information, technology and realty assets – by setting out internal policies, practices and standards that support service excellence and the optimum use of taxpayer dollars. In addition, corporate controllership also undertakes government-wide change projects that position the Ontario Government as the best run public service in the world.

The goals of corporate controllership include: achieving the government's restructuring and financial objectives; ensuring a sound, integrated corporate business planning process; advising cabinet and ministries; delivering internal audit services that help government meet its business goals; and developing a skilled, revitalized workforce.

Information and Information Technology

The Ontario Public Service (OPS) spends more than $750 million per year on information and information technology (I and IT) and employs more than 2,500 public servants in that field. The OPS manages and supports programs to integrate technology across government and ensure government receives good value from its investments in technology. MBS, through the Office of the Corporate Chief Information Officer (OCCIO), provides leadership and coordinates the government's corporate I and IT strategies while ensuring the protection of individual privacy. The implementation of these strategies will enable the Ontario Government to become a world leader in electronic service delivery by 2003.

Complemented by the I and IT strategy, the Archives of Ontario provides leadership and offers guidance to all ministries on managing and preserving information that is critical to effective, efficient and accountable government. It also ensures the public has access to Ontario's documentary memory. Its primary roles are to manage the appraisal and disposition of all government records; to acquire, preserve and make accessible historically valuable documents; and to provide customer service to users of both government and private sector records in all media.

Shared Services

Established in 1998, the Shared Services Bureau (SSB) delivers high-quality, internal business support services, such as financial and payroll processing, benefits administration, procurement and general administrative services, to ministries and agencies across the province. By consolidating (under a single management team) business support staff from across the OPS, the SSB contributes to a streamlined government and enables the OPS to concentrate on its core businesses – delivering coordinated, consistent, quality services to their customers.

Realty Services

MBS contracts the management of provincial real estate and accommodation services to the Ontario Realty Corporation (ORC), a crown corporation that reports to a Board of Directors made up of private and public sector experts. The ORC operates within the framework of government priorities, the real estate industry and market conditions. The corporation provides a broad range of real estate services including construction project management, facilities management, portfolio management, policy and planning advice and asset rationalization on behalf of MBS and its client ministries.

Annual Report on Key Achievements for 2000-2001

Improved Customer Service

During the past year, MBS achieved a number of significant goals that enhanced the government's efficiency, improved customer service and delivered added value for taxpayer dollars.

Rapid changes in technology and the public's push for high quality services at less cost continued to drive the government's information and information technology (I and IT) programs. The OCCIO made good progress in its work to design and implement a common technology infrastructure and ensured that its technology could accommodate business initiatives.

During 2000-2001, MBS made strides to match the customer service levels achieved by top private sector firms, and did so at a competitive cost. To help achieve this goal, it is using *i*SERV Ontario, the government's technology services organization, to deliver high quality, comprehensive, integrated technology services to the OPS at market prices or less.

Responding to the public's demand for timely, relevant services and electronic access, MBS spurred the overhaul of customer service delivery mechanisms. We implemented common IT infrastructure and business strategies that set the foundation for full e-government in the future. MBS has continued to develop a secure access card for Ontario and increased the use of technology to streamline and improve services to internal and public customers.

During the year, the Archives of Ontario repatriated an important collection of 19th century Ontario immigration records from the United States with the help of the Friends of the Archives of Ontario. In addition, the Archives of Ontario launched searchable databases of records, images and library holdings on site and over the Internet. A three year strategic plan is now in place that will carry the Archives of Ontario through to its 100th anniversary in 2003.

Open, Accountable and Effective Management

During fiscal 2000-2001, MBS monitored the government's total program expenditure budget of $50 billion and, through effective resource management, helped the government achieve a projected surplus of $3.2 billion for the year based on interim actuals reported in the 2001 Budget. Consistent with previous years, MBS integrated all government resource planning exercises and supported the optimum use of taxpayer dollars.

As the employer of some 60,000 public servants, the government is committed to strategies that bring the right people into the right jobs at the right time. The human resources priority is to promote the reshaping of the OPS workforce to ensure that it is highly skilled, motivated and productive. To support this priority, MBS recruits 100 recent college and university graduates annually through the Ontario Internship Program. Thus far, 80 per cent of the program participants who have completed the program have been hired into OPS positions. In addition, MBS established policies that encourage external candidates to apply for jobs within the OPS. It also continued to support the government's Internet site GOJobs that posts employment opportunities within the government of Ontario. Since it was launched in April 1999, GOJobs has drawn more than three million visits and has maintained its position as a "top 3" website.

Technology achievements this year included the launch of the Information Protection Centre to provide proactive oversight of security issues, such as intrusion detection and monitoring virus protection. The Electronic Service Delivery Strategy commits the government to increasing customer satisfaction by becoming a world leader in electronic service delivery by 2003. MBS also introduced improved procurement models that helped the OPS get to market faster. These models maintain a fair and open competitive procurement process by establishing Vendors of Record for major, frequently used services to support IT initiatives.

In 2000-2001 MBS started implementation of its quality service plan to improve management processes and improve customer service. On another internal management front, the SSB launched several projects that used technology to improve business support services, including vendor invoice tracking, web-ordering and generic training. The SSB also introduced transaction-based pricing which establishes a benchmark unit price for its key products and services. This will permit the organization to better measure the impact of business process improvements on enterprise-wide efficiency levels.

Annual Report on Key Achievements for 2000-2001 (cont'd)

Program Management and Estimates Division (PMED) published *Performance Measurement in Business Planning,* a new reference guide for ministries. This guide has been shared with governments across Canada. Also, the Agency Sector Coordination Unit of MBS released *Towards Excellence in Administrative Justice*, which offers guidance to agencies on managing decision-makers, setting appropriate standards of conduct, dealing with complaints from the public and providing orientation training to new appointees. This guide will enhance public confidence in Ontario's administrative justice system, assure top quality service and the effective resolution of disputes.

In January 2000, enhanced guidelines and procedures for the sale of government properties were introduced. These guidelines provide a series of checks and balances within the sales process to ensure that the taxpayer is receiving maximum value for government property. The ORC procedures meet or exceed real estate industry comparable guidelines.

Key Commitments and Strategies for 2001-2002

Improved Customer Service

MBS is committed to ongoing improvements in services and supporting the business operations of Ontario Government ministries. In the coming year, it will continue to guide ministries by developing the policies, the architecture and the controllership frameworks they need to deliver major business initiatives.

Technology remains a key driver of change in the way the government does business. The government is committed to using leading-edge research and technology to deliver innovative services. We are mindful that today more than 60 per cent of Canadians have access to the Internet or e-mail, and that projections show that by 2003, Internet usage among Canadians will climb to an estimated 75 - 80 per cent. In preparation, we will coordinate the Electronic Service Delivery Strategy that will make all routine government services available electronically by 2003. Once implemented, this initiative will make the OPS a world leader in delivering client-focused, integrated, accessible and cost-effective services online. MBS will also introduce the technology infrastructure and the business and security standards required for e-government. This work will entail continuing the development of a secure access card and helping the Information Protection Centre create and implement a comprehensive security strategy.

During 2001-2002, the Red Tape Commission and the SSB will work together on the Fewer Forms, Faster Service Project. This was set up to streamline and reduce the number of government forms used to collect information from businesses, institutions and individuals, and to make the forms more user friendly and electronically accessible. The Red Tape Commission project is linked with other corporate programs, including the Electronic Service Delivery initiative.

The Archives of Ontario will develop and implement a private records acquisition strategy to complement the existing holdings of Ontario's documentary memory. The Archives will also provide leadership on the long-term preservation of historical records of defunct municipalities, a growing concern as amalgamation continues. In addition, the Archives of Ontario will mount an on-site public exhibit to create awareness of the importance of archival records.

Open, Accountable and Effective Management

MBS will continue to be open and accountable by reporting through the Printed Estimates details on government expenditures. During 2001-2002, we will continue to monitor the government's total program expenditure budget and work with ministries to streamline and further improve the government's efficiency.

Other measures to enhance accountability and effective management include OPS-wide frameworks for I and IT management, using governing bodies effectively, and delivering sound financial management and knowledgeable technology advice to Management Board of Cabinet and ministries.

To develop the skilled and revitalized workforce the government requires, MBS will continue to assess progress on the human resources strategy of the OPS. We will also introduce programs that position the OPS in the labour market as an employer of choice. To attract young people to the OPS, MBS will continue to promote the Ontario Internship Program across the province. The government expects to hire and place this year's target of 100 young interns in ministry assignments by July 2001. In addition, MBS will develop and implement a multi-year Corporate Learning Strategy that will update and strengthen the skills of the OPS.

During 2001-2002, MBS will maintain its support of a stakeholder education program that provides the broader public and private sectors with information on the government's technology strategies and programs, and its e-government plans. That opens the door for more dialogue on technology with other governments, agencies, and the private sector. For more information about the government's I and IT agenda, visit the website of the OCCIO at www.cio.gov.on.ca

As a catalyst for change across the government's 60 regulatory and adjudicative agencies, this year, the Agency Sector Coordination Unit will launch orientation and code of conduct training for decision-makers; take further steps to improve their accountability; integrate agencies into the overall electronic government strategy and ensure they are more accessible to the public.

Through integrated internal audit services, MBS will assist ministries in identifying and managing risks and achieving their business objectives. These services will help ministries improve the effectiveness of their controllership, accountability and processes and obtain value for money in the operation of their programs.

Key Commitments and Strategies for 2001-2002 (cont'd)

Over 2001-2002, the ORC plans to complete its transition to a more private sector-like organization by formulating its own human resource policies and support systems. The ORC also plans the development of long-range capital repair programs that minimize government exposure to the costs associated with aging assets and changing space needs.

Key Performance Measures

Management Board Secretariat Core Business : Ministry Wide Measure

Ministry Goal
Various program areas provide policy direction, best practices, advice and direct services which foster the effective and efficient management of the Ontario Government. The long-term objective is for the ministry to be recognized as a significant change agent contributing to the ministry's vision of making the Ontario Government the best-run public service in the world.

Contribution to Goal
This measure is supported by the quality management improvements being implemented through the ministry's Quality Service Plan.

Measure	Standard / Target	2001-2002 Commitments
% of MBS customers, clients and stakeholders surveyed who are satisfied with MBS's services and advice.	90%	80%

Key Performance Measures (cont'd)

Management Board Secretariat Core Business : Information and Information Technology

Ministry Goal
MBS will fulfill its commitment to business transformation through technology by coordinating the development and implementation of a cost-effective electronic service delivery strategy and framework to achieve the target: by 2003, increase Ontarians' satisfaction with government services by becoming a world leader in delivering services electronically.

Contribution to Goal
By coordinating the ongoing development and implementation of the electronic service delivery strategy, MBS will help ensure that ministries have an integrated framework to share resources and meet their program and service commitments to provide all high demand routine information and services electronically by 2003.

Measure	Standard / Target	2001-2002 Commitments
% of high demand routine services that are delivered through electronic delivery systems.	By 2003 the Ontario Government will become a world leader in electronic service delivery with all high demand routine services being available to the public electronically.	Establish a baseline of government services that are available electronically to the public and businesses.

Management Board Secretariat Core Business : Shared Services

Ministry Goal
Quality business support services at the best possible price to ministries as determined by lower customer costs and growing customer satisfaction.

Contribution to Goal
Assessment of enhanced customer satisfaction and potential for customer savings in the long-term.

Measure	Standard / Target	2001-2002 Commitments
The cost trend of a "standard basket" of goods and services provided by SSB.	The cost of the "standard basket" of goods and services will decrease over time.	The cost of the "standard basket" of goods and services will not increase in 2001-2002.

Key Performance Measures (cont'd)

Ministry Goal
Efficient operation of government owned and leased office space.

Contribution to Goal
The operating cost per square foot is a standard real estate industry benchmark that is widely recognized as the most significant measure of efficient building operation and management.

The industry standard is to be within a range of the average of the Building Owners and Management Association (BOMA). The objective of ORC is to be within 10% of the average. It is not desirable to be too high as this indicates excessive operating costs. As well, it is inappropriate to be too low as this affects the condition and eventually the value of the asset.

Measure	Standard / Target	2001-2002 Commitments
Operating cost in dollars per square foot.	Within 10% of industry average.	ORC's average projection is $7.05. Industry average projection is $6.97. A 10% variance would be a low of $6.34 and a high of $7.75.

2000 - 2001 Ministry Spending by Core Business - Interim Actuals(1)

Management Board Secretariat

Operating	$27 million
Capital	$20 million
	2,765 staff

Corporate Controllership

Operating	$47 million
Capital	$0 million
	630 staff

Information and Information Technology

Operating	$73 million
Capital	$0 million
	575 staff

Shared Services

Operating	$(84) million (2)
Capital	$0 million
	1,175 staff

Realty Services

Operating	$(54) million (4)
Capital	$20 million
	245 staff

Internal Administration

Operating	$45 million (3)
Capital	$0 million
	140 staff

Notes:

(1) Financial figures on accrual basis (PSAB) restated to match 2001-2002 core business structure; staff numbers shown as full-time equivalents.

(2) MBS Interim Actuals include Retirement Benefits represented as a separate line in the Ontario Budget; operating budget of $113 million adjusted for net OPS pension gains of $197 million in accordance with PSAB accounting requirements, producing a net expenditure of $(84) million.

(3) Includes one-time expenditures for corporate communication with taxpayers and office integrations.

(4) Operating budget of $79 million adjusted by $(113) million for space rental payments expended in all ministries producing a net expenditure of $(54) million.

2001-2002 Ministry Approved Allocations by Core Business Plan (1)

Management Board Secretariat	
Operating	$1,030 million (2)
Capital	$37 million
	2,510 staff

Corporate Controllership	
Operating	$695 million (2)
Capital	$0 million
	525 staff

Information and Information Technology	
Operating	$142 million (6)
Capital	$9 million (4)
	600 staff

Shared Services	
Operating	$88 million (3)
Capital	$0 million
	1,255 staff

Realty Services	
Operating	$71 million (7)
Capital	$28 million (5)
	0 staff

Internal Administration	
Operating	$34 million
Capital	$0 million
	130 staff

Notes:

(1) Financial figures on accrual basis (PSAB); staff numbers shown as full-time equivalents.

(2) Includes Contingency Fund represented as a separate line in the Ontario Budget; actual expenditures against Contingency Fund occur in other ministries.

(3) Includes Retirement Benefits represented as a separate line in the Ontario Budget; contains new accounting treatment to expense retirement benefits earned by employees in the year in which earned adding $192 million to the 2001-2002 expenses.

(4) Capital increase represents infrastructure requirements to support e-government service delivery to public; and Archives records storage facilities.

(5) Capital increase for refurbishment for government's real estate inventory.

(6) Operating increase to implement information technology strategy and infrastructure investment.

(7) Does not include adjustment which occurs at year end for space rental payments expended in all ministries.

Who to Call

Questions or comments about the ministry's business plan are welcomed.

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MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

2001-2002
Business Plan

Ontario

Message from the Minister

Every year our ministry publishes a business plan, our report to the public on what we have accomplished in the past year and our commitments to the year ahead.

Hon. Chris Hodgson

We are very proud of our accomplishments in 2000-2001. It was a landmark year for local government reform that led to lower taxes, better services and less bureaucracy. As a result of amalgamations, new local municipalities came into existence on January 1, 2001 including the newly-amalgamated cities of Hamilton, Ottawa, Greater Sudbury, and the Towns of Haldimand and Norfolk.

We have introduced legislation to give voters a stronger voice in the local democratic process. During the past year, our ministry transferred all 84,000 units of public housing to municipal service managers who are best positioned to respond to local needs. We also introduced a program to measure the cost of local services such as fire, transportation and policing across the province so that taxpayers can see the value they are getting for their tax dollar.

The year ahead promises to be equally full of challenges and opportunities. In particular, this ministry is leading Ontario's Smart Growth Initiative. Already we are gathering public input through regional consultations and a new Smart Growth web site. Based on the principles of a strong economy, strong communities and a healthy environment, Smart Growth will prepare Ontario for the growth we will experience in the 21st century.

We have introduced the *Brownfields Statute Law Amendment Act, 2001*, that if passed by the Legislature, would remove obstacles to cleaning up former industrial areas known as brownfields. We are also conducting stakeholder consultations on the future of the Oak Ridges Moraine during which time the government has imposed a six-month development freeze on this environmentally-sensitive area. We plan to take the next steps to transfer the balance of the social housing portfolio to local control and expect to introduce legislation that, if approved by the legislature, would streamline the building regulatory system and improve public safety.

I invite you to read more details on our key initiatives for the year ahead and the targets we have set to measure results. It's our roadmap to building better communities across Ontario.

Chris Hodgson

The Honourable Chris Hodgson
Minister of Municipal Affairs and Housing

Ministry Vision

Our ministry's vision is an Ontario made up of strong communities, each with dynamic local economies and an attractive quality of life, featuring:

- efficient local governments that are committed to excellence, accountable to taxpayers and responsive to local needs;
- a competitive, affordable housing market that serves the full range of housing needs of Ontarians, protects tenants, encourages private sector building and provides opportunities for affordable housing.

We envision a new, stronger, provincial/municipal relationship that will help us build better communities across Ontario. We envision communities that are globally competitive and self-reliant; municipalities that share best practices on an ongoing basis; a one window planning and building approvals process that eliminates regulatory duplication; and a well-managed social housing system that is fully transferred to municipalities.

In the housing sector, we envision a rental marketplace providing for our affordable housing needs; an investment climate where it makes sense to put money into renovations and new rental construction; and a regulatory framework which protects existing tenants against unfair rent increases and evictions and provides speedy and fair resolution of disputes for both landlords and tenants.

Core Businesses

The Ministry of Municipal Affairs and Housing manages four major businesses: local government, land use planning, housing market and building regulation.

Local Government

Municipal governments provide strong community leadership and high quality services. We share their goal of a local government sector that is responsive to the diverse needs of local citizens and businesses. The ministry works with municipal governments to develop dynamic, healthy communities that will improve local service delivery, reduce costs, enhance accountability to taxpayers and encourage environmentally responsible decision-making.

Land Use Planning

Communities that are well-designed and planned and incorporate Smart Growth principles are better able to provide a healthy living environment and attract jobs and investment. The ministry has put a land use planning system in place that is simple and streamlined, and where the municipalities have the major role in planning decisions. The ministry also identifies and protects provincial interests and promotes sound infrastructure planning, environmental protection, economic development and safe communities. By moving toward a system of performance measurement, the ministry and municipalities will be able to evaluate the effectiveness of land use policies and decisions.

Housing Market

The ministry works for a strong housing market where consumers are offered choices in housing and protection from unfair practices. We encourage the private sector and support agencies to produce new affordable housing, including rental housing. The ministry promotes a healthy, competitive rental market in which tenants are protected from unfair rent increases and evictions and where landlords and tenants have access to a simple, fast and inexpensive system to resolve disputes. The ministry also works to ensure social housing is well managed and integrated with other social services at the local level.

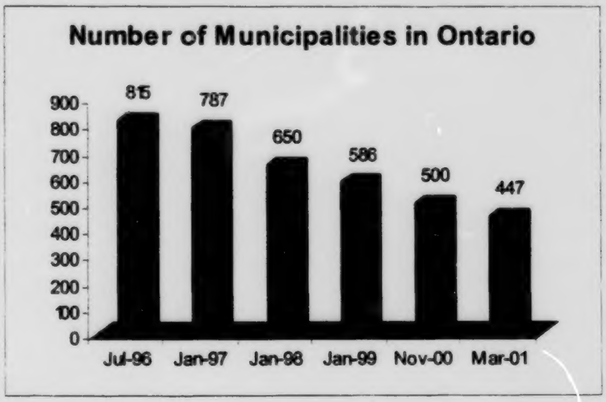
Building Regulation

We work with the municipal and building sectors and consumer groups to improve and streamline building regulations that will lead to efficient development and more construction jobs while protecting public safety. The ministry administers the Ontario Building Code, which governs construction of new buildings and the renovation and maintenance of existing buildings. The ministry provides building code users with advice and information so that they can implement building code technical requirements more consistently. We are taking steps to make it easier to resolve disputes about the building code and to introduce new technologies into the building industry.

Annual Report on Key Achievements for 2000-2001

The ministry made great strides in 2000-2001 in building better communities throughout Ontario, working to make local governments less costly and more accountable and moving social housing to local control.

During the past year, the ministry made significant progress reforming local governments. The Minister of Municipal Affairs and Housing signed restructuring orders that further reduced the number of municipalities from 815 in 1996 to 447 by March 31, 2001. There are now 2,804 local politicians — a 39 per cent reduction in just five years. To date, local government restructuring has saved taxpayers an estimated $340 million a year.



Building on these municipal reforms, the legislature passed the *Direct Democracy Through Municipal Referendums Act, 2000*, giving voters a stronger voice in local matters. The legislation permits municipalities to ask clear, concise "yes" or "no" referendum questions about issues that fall within their jurisdiction.

In May 2000, the ministry moved its one-window service for land use planning to offices around the province to bring this important service closer to municipalities. The ministry also met its legislated target dates for making decisions on land use planning documents such as official plans.

We took action to spur the environmental cleanup and revitalization of old industrial and commercial sites known as brownfields. The ministry developed the Brownfields Showcase, a "how to" information package for municipalities; conducted information seminars with our municipal partners; and appointed an advisory panel to provide expert advice on brownfields.

Annual Report on Key Achievements for 2000-2001 (cont'd)

The reform of social housing is now nearly complete. The provincial legislature passed the *Social Housing Reform Act, 2000*, putting a vital service in the hands of those best positioned to respond to local needs. With the legislation proclaimed into law, the ministry transferred all 84,000 units of public housing to municipal service managers on January 1, 2001. We produced detailed guides to assist municipal officials in managing public housing. We also conducted training sessions on social housing and 79 per cent of municipal officials who attended were satisfied with them. The ministry also announced that the 47 municipal service managers would receive $100 million for capital improvements, transfer and start-up costs of local housing programs.

We redoubled our efforts to protect the homeless. The government donated public lands to create housing for the homeless including the site of the former Princess Margaret Hospital in Toronto. Following through on our earlier commitment to a new rent supplement program for needy families, we approved more than 1,700 new rent supplement units.

The Ontario Rental Housing Tribunal which deals with landlord and tenant disputes and provides information on their rights and obligations, resolved 76,908 cases during the year cutting its backlog to less than one month's caseload. It also successfully mediated almost 10 per cent of its caseload, avoiding costly and time-consuming formal hearings. The The tribunal also reduced the average time from filing an application until the hearing from 20 days to 14 days. To further enhance service, the tribunal posted application forms and detailed information on landlord and tenant matters on its website (**www.orht.gov.on.ca**).

The *Tenant Protection Act* continues to be effective in protecting tenants from unfair rent increases. The number of applications from tenants concerning illegal rent increases was 26 per month last year as compared to 198 under the previous legislation.

Encouraged by a healthy, competitive rental market, landlords dramatically increased their investment in maintaining and improving rental housing. Landlords claimed $73.8 million through the *Tenant Protection Act* in order to recover the cost of needed repairs to rental units. This compares to just $2.5 million claimed in 1997-1998 under the previous legislation.

In the building regulation business, the ministry undertook a web-based consultation on the introduction of an objective-based building code, in conjunction with the Office of the Fire Marshal, the National Research Council, and other provinces and territories.

Annual Report on Key Achievements for 2000-2001 (cont'd)

The ministry announced its intention to proceed with comprehensive measures to improve public safety, enhance the accountability of building professionals, and to streamline the building regulatory system, in response to recommendations outlined in the final report of the Building Regulatory Reform Advisory Group.

We began a five year review of the Provincial Policy Statement to measure how effective the legislation has been in promoting provincial interests such as preserving farmland and protecting natural and heritage resources.

We posted 479 environmentally-significant proposals and decisions on the public registry of the Environmental Bill of Rights. Our training and education program for septic systems received the Environmental Commissioner of Ontario's first-ever ECO Recognition Award for advancing environmental protection.

In October, the ministry launched the Municipal Performance Measurement Program, the first of its kind in North America. Municipalities have now started, through a standardized provincial format, measuring their performance in nine high-cost service areas, including water, fire and road services.

The ministry provided an interest-free loan to help restore safe drinking water to the residents of Walkerton and coordinated financial assistance to individuals affected by the water contamination. Together with the Ministry of Economic Development and Trade, we set up emergency financial assistance programs for individuals and businesses in Walkerton directly impacted by contamination of the municipal water supply. Staff worked with the municipality to identify all its extraordinary costs in 2000 including all Ontario Clean Water Agency costs. These totalled close to $15 million and have been fully covered by the Ontario government.

To improve service to our clients, the ministry has introduced electronic means of service delivery by e-mail and the Internet. For example, we enhanced the Online Property Tax Analysis system, a web-based tool that helps municipalities make tax-related policy decisions. The ministry, together with municipal associations, also introduced an online database of educational opportunities for municipal officials.

The Ontario Municipal Board and the Board of Negotiation were transferred during the year to the Ministry of the Attorney General to allow for continued integration of the two boards with the Assessment Review Board. The Wood Task Force on Agencies Boards and Commissions recommended the integration of the three boards so they could provide better customer service and operate more efficiently and effectively.

Key Commitments and Strategies for 2001-2002

The ministry will continue to manage its businesses in a way that is responsible and responsive to all Ontarians. We have established targets to measure results of our performance for 2001-2002 (see Performance Measures Table following this section). The ministry recognizes that the dollars we spend belong to taxpayers and it is our job to be accountable for spending this money wisely.

The ministry is leading a Smart Growth initiative to keep Ontario strong and prosperous for the future. Based on the three principles of a strong economy, strong communities and a clean, healthy environment, Smart Growth will prepare for Ontario's economic and population growth over the next 10 to 15 years. Smart Growth focuses on managing growth and development to ensure that the planning and building of vital infrastructure – such as roads and highways, public transit, and electricity, water and sewage treatment services – maximizes efficient use of existing infrastructure and is well co-ordinated locally and regionally.

The government is holding broad consultations on Smart Growth across Ontario with municipal leaders, environmental groups, business leaders and others to build co-operation and gather innovative ideas. Led by the Minister of Municipal Affairs and Housing, the stakeholder consultations will visit 17 regions with local MPPs and representatives from various sectors guiding sessions in each region. We are also inviting public feedback through a Smart Growth web site (**www.smartgrowth.gov.on.ca**) and a guide *Get Engaged....in Ontario Smart Growth.*

The ministry will be taking further actions this year to support Smart Growth. For example, we will review the *Planning Act* and then propose amendments necessary to meet the needs of a 21st century Ontario.

The *Provincial Policy Statement* identifies provincial interests, such as protecting farmland, in local land use planning in Ontario. The ministry will complete a comprehensive review of the *Provincial Policy Statement* which will include determining the effectiveness of the policy statement in promoting Smart Growth objectives.

As well, we have introduced the *Brownfields Statute Law Amendment Act, 2001*, that if approved by the legislature, would remove obstacles to the clean up and revitalization of former industrial or commercial sites known as brownfields.

Key Commitments and Strategies for 2001-2002 (cont'd)

The government has passed the *Oak Ridges Moraine Protection Act, 2001,* that freezes development for six months. We will hold consultations involving environmental groups, developers, municipalities and the public on how to best protect the environmentally-sensitive Oak Ridges Moraine.

The ministry will review a report by the Greater Toronto Services Board (GTSB) which helps coordinate decision-making among municipalities in the Greater Toronto Area. The ministry will consider the possibility of making changes to the GTSB's roles and responsibilities which build on the government's commitment to Smart Growth.

The ministry is continuing to take steps to build a stronger local government sector. For example, the ministry will work with local governments on the next steps for implementation of the Municipal Performance Measurement Program which measures the cost of basic services such as water, garbage pickup and policing.

The ministry will provide training and tools to local officials to help build a strong local government sector and survey them on their satisfaction with these programs. We will consult with municipal officials to ensure they are satisfied with our promotion and maintenance of the one-window land use planning system now delivered by ministry offices around the province.

We will continue to work with our stakeholders to arrive at a *Municipal Act* reform package that provides for strong municipal performance and a balance between municipal authority and greater accountability. We will focus our reform efforts on standards for municipal services, quality and value in service delivery, licensing, user fees and municipal corporations. Our goal is a more flexible *Municipal Act* with broader areas of municipal authority and accountability within a balanced system.

The ministry will encourage further discussions among neighbouring municipalities across Ontario to become more viable and more competitive through restructuring. We will continue to encourage local solutions and anticipate a number of local restructuring proposals coming forward for action this coming year.

Key Commitments and Strategies for 2001-2002 (cont'd)

We will be taking the next steps to complete the transfer of the remaining social housing portfolio to municipal service managers who are best situated to meet the local needs of Ontario communities. The transfer of administration of 156,000 non-profit and cooperative housing units will be completed during 2002. We will continue providing municipal officials with training on the social housing system to prepare them for their new responsibilities. The ministry is also developing provincial standards so that, for example, rules for eligibility and waiting lists are consistent and are followed.

The Ontario Rental Housing Tribunal will enhance its already high-quality service to its clients. The tribunal will launch a virtual call centre with operators available during working hours, so it can respond even more quickly to its 800,000 annual phone inquiries. In addition, an automated response service will operate 24 hours a day seven days a week. The tribunal will also introduce e-filing to give landlords and tenants another way to file applications under the *Tenant Protection Act.*

The ministry will move forward on recommendations of the Building Regulatory Reform Advisory Group to bring the building regulatory system into the 21st century. The ministry seeks to improve public safety, enhance the accountability of building professionals and streamline the building regulatory system in Ontario.

In conjunction with the Office of the Fire Marshal, the National Research Council and other provinces and territories, the ministry will proceed with the development of an objective-based building code which will be more flexible and responsive to new technologies while ensuring public safety. The ministry plans to consult on details of the new code in 2002-2003.

We will be taking steps to encourage private industry to invest in new and existing rental housing. As recommended by of the Housing Supply Working Group, a joint government-industry-labour group, the ministry will amend a regulation under the Municipal Act to allow designated municipalities to provide assistance to companies who build affordable housing. The ministry will support the construction of 1,500 affordable rental units this year through sales tax rebates on construction materials for builders of affordable rental housing under the Provincial Sales Tax Grant Program. We will continue to administer legislation that encourages maintenance in existing rental housing and protects tenants from unfair rent increases.

Ontario is becoming a leader in delivering services to the public through electronic channels such as e-mail and the Internet and this ministry will be at the forefront of introducing e-government. Beginning this year, municipalities will be able to submit their financial information returns and share information with each other electronically. The ministry will also conduct consultations on ministry business, such as Smart Growth, via the web.

Key Performance Measures

Core Business: Local Government		
Ministry goal and ministry contribution to the goal: The ministry helps build a strong local government sector in Ontario with the capacity to respond to the diverse and changing needs of its residents and businesses. The ministry conducts training, provides regional conferences, implements new legislative changes and undertakes changes to existing legislation.		
Contextual Information: Data sources include ministry records on attendance at training sessions. We also use customer satisfaction surveys conducted at training sessions or surveys included with products and materials.		
Measure	**Standard/Target**	**2001-02 Commitments**
Percentage of municipal staff and councillors with access to training and tools to enhance municipal governance and management.	Municipal training or support materials available to staff and councillors in 100% of municipalities.	Staff and councillors in 100% of municipalities are offered one or more municipal support training programs or tools either by the ministry or in partnership with municipal associations.
	75% of participants/ recipients who respond consider the products/information satisfactory.	75% of participants/ recipients who respond consider the products/ information satisfactory.

Core Business: Local Government		
Ministry goal and ministry contribution to the goal: The goal is local governments with an enhanced capacity to implement ongoing improvements in both the efficiency and effectiveness of local service delivery. To help achieve this goal, the ministry has launched the Municipal Performance Measurement Program which measures the cost of basic services such as water, garbage pickup and policing.		
Contextual Information: The ministry undertook this initiative, in part, in response to the 1995 Provincial Auditor's Report which recommended "that the ministry encourage municipalities to report on performance measures to their ratepayers and to investigate current practices". The data source is the municipal response to the Municipal Performance Measurement Program, which ministry staff is monitoring on an ongoing basis.		
Measure	**Standard/Target**	**2001-02 Commitments**
Municipal performance measure reporting to local taxpayers and inter-municipal sharing of best practices.	By 2004, 30% of municipalities share best practices arising from systems of performance measurement with each other and their respective ratepayers.	For all municipalities: At least 5% of municipalities sharing best practices amongst themselves and their respective ratepayers. Province rolls out requirements and supports for Year 2 of the Municipal Performance Measurement Program. All municipalities required to participate in the program have access to training, education and program material prior to March 31, 2002. In 2001-2002, taxpayers have access to municipal performance on a range of municipal services.

<table>
<tr><td colspan="3">Core Business: Land Use Planning</td></tr>
<tr><td colspan="3">Ministry goal and ministry contribution to the goal: The ministry strives for a simplified and streamlined land use planning system and supports Smart Growth goals of a strong economy, strong communities and a clean, healthy environment. The ministry has moved ahead on a number of initiatives including removing barriers to brownfield redevelopment, pre-consultation on planning submissions/documents, co-ordinating provincial comments on behalf of other ministries, and ongoing education and training.</td></tr>
<tr><td colspan="3">Contextual Information: Brownfields are former industrial or commercial properties which may be contaminated and which pose particularly complex challenges to redevelopment. In 2000, the ministry moved its one window service for land-use planning to ministry offices around the province to bring this important service closer to municipalities. The ministry will collect data for these measures through focus groups and stakeholder representatives meetings, and in the case of education and training sessions, through participant evaluations.</td></tr>
<tr><th>Measure</th><th>Standard/Target</th><th>2001-02 Commitments</th></tr>
<tr><td>Client satisfaction with the Smart Growth initiative to reduce land use planning barriers to brownfield redevelopment.</td><td>The majority of key stakeholders consulted agree that land use planning barriers to brownfield redevelopment have been reduced.</td><td>The majority of key stakeholders consulted agree that land use planning barriers to brownfield redevelopment have been reduced.</td></tr>
<tr><th>Measure</th><th>Standard/Target</th><th>2001-02 Commitments</th></tr>
<tr><td>Client satisfaction with the ministry's role in promoting and maintaining a simplified and streamlined land use planning system.</td><td>The majority of clients consulted are satisfied with the ministry's role in promoting and maintaining a simplified and streamlined land use planning system.
90% of clients/participants are satisfied with the delivery of education and training on matters related to the land use planning system.</td><td>The majority of clients consulted are satisfied with the ministry's role in promoting and maintaining a simplified and streamlined land use planning system.
80% of clients/participants are satisfied with the delivery of education and training on matters related to the land use planning system.</td></tr>
</table>

Core Business: Housing Market

Ministry goal and ministry contribution to the goal: The ministry seeks a healthy, competitive rental housing market with improved maintenance and investment in private rental housing. The ministry provides the Provincial Sales Tax Grant Program (which reduces the impact of the sales tax paid on building materials for affordable multi-residential rental construction) and also offers a fair process through which landlords can recover the cost of capital repairs through the *Tenant Protection Act*.

Contextual Information: Our data sources include the Provincial Sales Tax Grant Program Tracking Report and the Ontario Rental Housing Tribunal caseload files. Investment in capital repairs has increased significantly from the time of the previous *Rent Control Act*.

Measure	**Standard/Target**	**2001-02 Commitments**
Number of affordable rental housing units supported by the Provincial Sales Tax Crant Program.	2,000 units of affordable rental housing units to receive funding under the Provincial Sales Tax Grant Program by 2003.	1,500 units of affordable rental housing units to receive funding under the Provincial Sales Tax Grant Program by March 2002.
Investment in capital repairs in applications under the new *Tenant Protection Act* in comparison with the former *Rent Control Act*.	Achieve $30 million in Above Guideline Increase applications in capital expenditures under the *Tenant Protection Act* in 2001-2002, as compared with $2.5 million in Above Guideline Increase applications in 1997-98 under the previous *Rent Control Act*.	Achieve $30 million in Above Guideline Increase applications in capital expenditures under the *Tenant Protection Act* in 2001-2002, as compared with $2.5 million in Above Guideline Increase applications in 1997-98 under the previous *Rent Control Act*.

Core Business: Housing Market

Ministry goal and ministry contribution to the goal: The ministry is moving towards completing the transfer of administration of social housing to the municipal level. Among other actions, the ministry provides detailed guidelines to assist municipal officials in managing public housing and trains municipal officials.

Contextual Information: The ministry transferred all 84,000 units of public housing (Ontario Housing Corporation) to municipalities on January 1, 2001. The transfer of administration of 156,000 non-profit and co-operative housing units will begin this year and be completed during 2002.

Measure	**Standard/Target**	**2001-02 Commitments**
Municipal satisfaction with ministry's guidance to municipalities on the social housing system.	75% of municipal participants satisfied with ministry training sessions.	75% of municipal participants satisfied with ministry training sessions on the social housing system.

Core Business: Housing Market

Ministry goal and ministry contribution to the goal: The ministry promotes a tenant protection system which protects tenants from unfair rent increases and provides a more efficient system for resolving landlord/tenants disputes. The ministry provides a sound policy framework (*Tenant Protection Act*) and an effective method of fairly arbitrating the rental housing market (the Ontario Rental Housing Tribunal).

Contextual Information: The *Tenant Protection Act* replaced the *Rent Control Act* in 1998.

Measure	**Standard/Target**	**2001-02 Commitments**
Average number of applications per month regarding illegal rent increases under the *Tenant Protection Act.*	Reduce the average number of illegal rent increase applications from 198 per month under the *Rent Control Act* to fewer than 100 per month under the *Tenant Protection Act.*	The average number of illegal rent increase applications to be less than 100 per month.

Core Business: Building Regulation

Ministry goal and ministry contribution to the goal: The ministry seeks a uniform Ontario Building Code interpretation by building code users. The ministry provides building code users with advice and information so that they can implement building code technical requirements more consistently.

Contextual Information: Our data source is client surveys conducted by the ministry.

Measure	**Standard/Target**	**2001-02 Commitments**
Clear, responsive and high quality program/policy advice and services to clients in relation to the Ontario Building Code (OBC).	90% of ministry clients agree that advice/services related to the OBC support consistent interpretation and application of the building code by 2003.	80% of members of the Building Code Commission and the Building Materials Evaluation Commission agree that the technical and administrative support provided by ministry staff contribute to timely and technically-sound decisions by the two commissions. 80% of clients surveyed agree that the process for reviewing the technical, administrative and enforcement elements of the *Building Code Act* support building officials' and the private sector's goals of consistent building practices and a streamlined regulatory system.

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Municipal Affairs and Housing

Operating	$ 1,819 million
Capital	14 million
	1,065 staff

Local Government

Operating	$265 million
Capital	$14 million
	145 staff

Land Use Planning

Operating	$14 million
	140 staff

Housing Market

Operating	$ 1,507 million
	540 staff

Building Regulation

Operating	$4 million
	35 staff

Ministry Administration

Operating	$29 million
	205 staff

Note: Staff numbers are shown as full-time equivalents.
*These figures are based on accounting methods set by the Public Sector Accounting Board (PSAB) which are standard for all Province of Ontario financial statements.

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Municipal Affairs and Housing

Operating	$1,214 million
Capital	$8 million
	945 staff

Local Government

Operating	$31 million
Capital	$8 million
	155 staff

Land Use Planning

Operating	$6 million
	55 staff**

Housing Market

Operating	$1,138 million
	485 staff

Building Regulation

Operating	$ 4 million
	55 staff

Ministry Administration

Operating	$35 million
	195 staff

Note: Staff numbers are shown as full-time equivalents.

*These figures are based on accounting methods set by the Public Sector Accounting Board (PSAB) which are standard for all Province of Ontario financial statements.

**Reduction in staff due to transfer of Ontario Municipal Board to Ministry of the Attorney General.

Who to Call

Questions or comments about the ministry's business plan are welcomed.

Visit our web site at **www.mah.gov.on.ca** or call our general inquiry line at 416-585-7041. Or address your questions to one of the following:

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Ontario Rental Housing Tribunal	**Diana Macri** TEL: 416-585-7604 FAX: 416-585-6363 or by e-mail: diana.macri@mah.gov.on.ca
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ONTARIO
NATIVE AFFAIRS
SECRETARIAT

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. David Young

This Business Plan is the Ontario Native Affairs Secretariat's (ONAS) report to the public. It outlines last year's achievements and establishes the targets to measure future results. Our Premier, the Honourable Mike Harris, has issued a challenge to strengthen the economy, create jobs and ensure Ontario's growth and prosperity. ONAS is meeting the challenge with its *Building Aboriginal Economies* strategy.

One of my first actions as Minister was to meet Aboriginal leaders and key corporate partners at a ceremony hosted by the Canadian Council for Aboriginal Business. Shortly thereafter, I participated in the celebration of the official creation of the Webequie First Nation Reserve, 500 kilometres north of Thunder Bay. In May, at the Federal, Provincial and Territorial meeting of Ministers Responsible for Aboriginal Affairs and National Aboriginal Leaders, I had the opportunity to discuss strengthening Aboriginal participation in the economy by supporting partnership development and job creation. In addition, the Ministers and Leaders also committed to a national Aboriginal Youth Conference to be held in Edmonton in October, 2001.

In November 2000, celebrations marking the first annual *Ontario Aboriginal Partnerships Recognition Award* recognized the partners who established the Wabigoon Anishnaabe Gitigewin Inc. Tree Nursery. Also in the fall, in partnership with the National Aboriginal Achievement Foundation, the first *Ontario Aboriginal Partnerships Recognition Scholarships* were awarded to four Aboriginal students.

Although there are many challenges ahead, there are also opportunities to maximize Aboriginal participation in the economy. Our goal is to continue to work constructively in partnership with Aboriginal communities, the corporate sector, and other governments in promoting economic capacity and settling land claims throughout the province. I am committed to the strategies and approaches that will continue to strengthen Aboriginal economies this coming business year and over the long-term.

The Honourable David Young
Attorney General
Minister Responsible for Native Affairs

Ministry Vision

The Ontario Native Affairs Secretariat looks to a future where:

- Aboriginal communities have stronger economies and are more self-reliant;
- relations between Aboriginal people and their neighbours are prosperous and mutually beneficial.

The Ontario Native Affairs Secretariat's vision reflects the goals of the government's *Aboriginal Policy Framework*, announced in March 1996. The Framework sets out Ontario's approach to Aboriginal affairs. It guides the Ontario Native Affairs Secretariat in delivering its core businesses, and provides direction for all ministries in addressing Aboriginal matters within their legislative and policy mandates.

Core Businesses

The Ontario Native Affairs Secretariat:

- conducts land claim negotiations on behalf of the province; implements land claim settlements to remove barriers to investment in order to enhance economic opportunities for Aboriginal and non-Aboriginal communities; and represents the interests of the province in self-government negotiations between Canada and First Nations;

- works and partners with Aboriginal businesses and organizations, corporate Ontario, the private sector, provincial ministries and the federal government to promote Aboriginal self-reliance and economic development; and

- develops provincial policy and works with other ministries to coordinate the government's overall approach to Aboriginal matters, and maintains relations with First Nations, Métis, Inuit, and off-reserve Aboriginal organizations such as Friendship Centres, the federal government, stakeholders and the public.

Annual Report on Key Achievements for 2000-2001

Negotiations

The Ontario government is implementing the four agreements it successfully completed in the year 2000, with the following First Nations: Assabaska (100 km south of Kenora); Big Grassy (100 km south of Kenora); Cat Lake (150 km north of Sioux Lookout); and Thessalon (80 km east of Sault Ste. Marie).

There were more than 100 consultations held with affected parties, both Aboriginal and non-Aboriginal, related to land issues. The secretariat held open houses and round table meetings that included a wide range of stakeholders.

There are 20 land claim and other land-related negotiations currently ongoing. In 2000, three new claims were accepted for negotiation: the Chapleau Cree claim, the Missanabie Cree claim and the Fort William claim.

In 2000, the secretariat negotiated a Framework Agreement with the Temagami First Nation and the Teme-Augama Anishnabai about their land claim. Approximately 43 claims are in the pre-negotiations stage where they are under historical, legal and policy reviews.

Fact sheets about land claims are posted on the Ontario Native Affairs Secretariat Web site at http://www.nativeaffairs.jus.gov.on.ca.

Aboriginal Economic Development

The secretariat continues to partner with Aboriginal businesses, organizations, and communities, corporate Ontario, provincial ministries and the federal government to deliver the *Building Aboriginal Economies* strategy and implement the *Working Partnerships* program.

Annual Report on Key Achievements for 2000-2001 (cont'd)

The government's *Building Aboriginal Economies* strategy is a coordinated framework of more than 35 programs and services across 11 provincial government ministries. The strategy supports Aboriginal economic development and capacity building.

Its goal is to increase capacity and opportunities in Aboriginal communities in order to promote self-reliance, enhance job opportunities and spur economic growth and investment. The *Working Partnerships* program fosters corporate-Aboriginal partnerships in Ontario. The *Working Partnerships* initiative provides funding for Aboriginal economic development organizations across Ontario to hire Partnership Development Advisors (PDAs). The PDAs provide partnership development advice across Ontario.

The *Ontario Aboriginal Economic Development Program* provides investments to First Nation communities, a range of community-based Aboriginal non-profit organizations and Métis Nation of Ontario Charter communities. The program is delivered by an Aboriginal organization selected through a tendering process. In the year 2000-2001, 48 projects were funded through the *Ontario Aboriginal Economic Development Program* for a total investment of $1,440,927, including three business development projects: one by the Ontario Métis Aboriginal Association for $50,000; another at the Red Lake Indian Friendship Centre for $50,000; and a third at Couchiching First Nation for $50,000. In addition, an economic capacity building project at the Ontario Native Business Parks Association was funded for $25,000.

ONAS partners with the National Aboriginal Achievement Foundation to deliver two annual award programs. The *Ontario Aboriginal Partnerships Recognition Scholarship* is a $100,000 endowment. Four students received the first scholarship awards in the year 2000. The *Ontario Aboriginal Partnerships Recognition Award*, which was presented for the first time in November 2000, recognizes successful partnership ventures consistent with the goals and principles of the *Building Aboriginal Economies* strategy. For more information on economic development initiatives visit: www.aboriginalbusiness.on.ca

Aboriginal-Federal Relations

ONAS promotes a consistent and integrated approach to Ontario's relationship with Aboriginal communities in the province, both on- and off-reserve, by continuing to provide advice and guidance to other provincial ministries concerning Aboriginal organizations and issues.

In December 1999, the Attorney General and Minister Responsible for Native Affairs participated at a meeting in Ottawa of National Aboriginal Leaders and Federal, Provincial and Territorial Ministers Responsible for Aboriginal Affairs. Further to direction from the participating Ministers and Leaders, a working group with representatives from a number of provinces, the federal government and national Aboriginal organizations was established to develop a draft paper on *Strengthening Aboriginal Participation in the Economy*. At the follow-up meeting in May 2001, Ministers and Leaders endorsed the report on strengthening Aboriginal participation in the economy. The report makes recommendations on ways for governments, Aboriginal communities, organizations and the private sector to work cooperatively to maximize the involvement of Aboriginal peoples in Canada's economy. The upcoming National Aboriginal Youth Conference set for Fall 2001 was also discussed.

Throughout the year, the Minister Responsible for Native Affairs and the Secretary for Native Affairs met with First Nation leaders and representatives of major Aboriginal organizations and visited 30 Aboriginal communities and organizations across the province.

Key Commitments and Strategies for 2001-2002

Negotiations

In 2001-2002, the secretariat will pursue land claim settlements that include economic development opportunities for Aboriginal people, and bring closure and certainty to land and legal issues.

In working to fulfil government commitments outlined in the Blueprint document, the secretariat will make significant progress in advancing land claims with a high potential for successful and lasting settlements. This may include progress in the negotiation of claims or the completion of historical and legal reviews, the initiation of new negotiations or the closing of files. The secretariat will move forward on a number of claims currently at the research and review stage.

The secretariat will also continue the government's strong commitment to public involvement in land claim negotiations and ensure the process continues to be inclusive and accountable and addresses the interests of those affected by the claims.

The secretariat will continue to represent the province's interests as required in self-government negotiations between Canada and First Nations.

Aboriginal Economic Development

In working toward its vision of greater self-reliance for Aboriginal communities and in accordance with the government's jobs agenda, the Ontario Native Affairs Secretariat will continue to manage the coordination and implementation of the *Building Aboriginal Economies* strategy and deliver its key programs, including *Working Partnerships,* the *Ontario Aboriginal Economic Development Program,* and the *Aboriginal Community Capital Grants Program.*

The strategy, which builds on the government's *Aboriginal Policy Framework,* enhances Aboriginal capacity to participate in Ontario's economy. The secretariat will continue to work with ministries to improve their data collection for reporting results of the *Building Aboriginal Economies* strategy.

Key Commitments and Strategies for 2001-2002 (cont'd)

To improve service, the Aboriginal Development Unit, formerly of the Ministry of Citizenship, Culture and Recreation, has been integrated into the Ontario Native Affairs Secretariat and renamed the Business and Economic Development Unit. The unit is responsible for the *Ontario Aboriginal Economic Development Program, Working Partnerships* and the *Aboriginal Community Capital Grants Program.*

The *Working Partnerships* program focusses on the promotion of economic partnerships. Capacity will be built through innovative approaches to breaking down barriers by the Partnership Development Advisors initiative. These advisors in Aboriginal economic development organizations are working together to build relationships among Aboriginal communities and businesses, and with the corporate sector. ONAS will continue to seek out new opportunities to facilitate the sharing of business expertise and foster partnerships.

ONAS will also administer the *Aboriginal Community Capital Grants Program* through an alternative service delivery arrangement. This will further enhance economic development programming and services capacity in Aboriginal communities.

The secretariat, in conjunction with its business partners, will also continue to sponsor regional and sectoral partnership forums and workshops. The *Working Partnerships Advisory Committee,* comprised of representatives from the Aboriginal and corporate communities, will support these economic initiatives.

Corporate Aboriginal Affairs Coordination

To promote constructive dialogue, the Ontario Native Affairs Secretariat will continue to hold regular meetings of Ontario ministers and officials with Aboriginal leaders. It will also maintain effective working relations with First Nations, Métis, Inuit, and off-reserve Aboriginal organizations.

Following the December 1999 meeting of Federal, Provincial and Territorial Ministers Responsible for Aboriginal Affairs and National Aboriginal Leaders in Ottawa, a second meeting was held in Winnipeg on May 11, 2001. At this meeting the Ministers and Leaders endorsed a report on strengthening Aboriginal participation in the economy and agreed to meet regularly to review and implement the work supporting partnership development and long-term job creation. Developing opportunities for Aboriginal youth was also discussed in preparation for the National Youth Conference in October 2001.

The secretariat will continue to encourage the federal government to fulfil its responsibilities, including its fiscal responsibilities for Aboriginal matters, where appropriate.

Key Performance Measures

Core Business

Negotiations			
Goals/Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
The interests of those affected by land claims are identified and addressed	Key stakeholders identified, informed and involved	100% target	Identify key stakeholders, inform and involve 100%
The government's outstanding obligations with regard to land claims are met	Negotiate land claims to address Ontario's obligations	Number of claims with substantial progress	Substantial progress toward settling seven land claims

Core Business

Aboriginal Economic Development			
Goals/Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
Building Aboriginal Economies programs are readily accessible by Aboriginal businesses and communities	Demonstrated access by Aboriginal people to ministry programs	Benchmark data to be developed in order to establish standards	Continue to work with ministries to measure access and where feasible, implement improvements in data collection

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ontario Native Affairs Secretariat

Operating	$18.0 million
Capital	$5.4 million
	55 staff

Negotiations

Operating	$6.1 million
	19 staff

Corporate Aboriginal Affairs Coordination

Operating	$6.6 million
	16 staff

Aboriginal Economic Development

Operating	$4.0 million
Capital	$5.4 million
	9 staff

Ministry Administration

Operating	$1.3 million
	11 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ontario Native Affairs Secretariat

Operating	$15.1 million
Capital	$7.4 million
	60 staff

Negotiations

Operating	$6.1 million
	19.5 staff

Corporate Aboriginal Affairs Coordination

Operating	$3.0 million
	18 staff

Aboriginal Economic Development

Operating	$4.5 million
Capital	$7.4 million
	10.5 staff

Ministry Administration

Operating	$1.5 million
	12 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

Who To Call

Questions or comments about the secretariat's business plan are welcomed. Visit our Web sites at **http://www.nativeaffairs.jus.gov.on.ca** and **http://www.aboriginalbusiness.on.ca** or contact:

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MINISTRY OF NATURAL RESOURCES

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. John C. Snobelen

This promises to be another exciting year for the Ministry of Natural Resources as we move forward with ***Ontario's Living Legacy*** – continuing the process of regulating 378 new parks and protected areas, strengthening natural heritage protection, increasing fishing and hunting opportunities, and providing greater long-term security for our province's forest and tourism industries.

In November 2000, we expanded ***Ontario's Living Legacy*** into a province-wide initiative. The expanded program provides greater protection for species at risk, increased fish and wildlife habitat restoration, more acquisition of ecologically sensitive lands, and new jobs and training for young people in resource management.

I am particularly proud that the Ontario Forest Accord – a key component of ***Ontario's Living Legacy*** – is gaining international attention for its historic partnership among the forest industry, the environmental community and government.

In 2001-2002, we look forward to maintaining momentum and adding to our achievements in protecting the natural environment. We have set ambitious goals for implementation of **Ontario's Living Legacy** and the Ontario Forest Accord. We will work with our partners to achieve those goals, and to make sure Ontario's natural resources continue to be managed sustainably – supporting jobs and communities, contributing to a healthy environment, and providing lasting benefits for future generations.

The Honourable John C. Snobelen
Minister of Natural Resources

Ministry Vision

MNR's vision is the sustainable development of Ontario's natural resources to ensure they meet today's needs and are available for future generations. Through the sustainable development of natural resources, MNR contributes to the environmental, social and economic well-being of the people of Ontario.

As the lead conservation and resource management agency in the province, MNR pursues a mission of managing Ontario's natural resources in an ecologically sustainable way by safeguarding nature's capacity to renew itself.

The ministry has a broad client base and a diverse legislative mandate that encompasses:

- conserving and managing Ontario's natural resources – our forest ecosystems, fish and wildlife resources, Crown lands and waters, and provincially significant natural and recreational areas, including provincial parks and conservation reserves
- ensuring the public is protected from natural hazards, such as forest fires and floods, and providing emergency response services in the event of natural disasters
- providing for the creation, maintenance of, and access to, geographic information about provincial lands, waters, natural resources, and infrastructure

MNR's operating philosophy is **resource stewardship**. The people of Ontario are beneficiaries of a vast land area offering beautiful and unique landscapes, countless lakes and rivers, thriving forests, and abundant fish and wildlife resources. As the steward of this natural legacy, MNR is responsible for making sure Ontario's rich endowment of natural assets is managed sustainably and passed on for the enjoyment and benefit of future generations.

Core Business

Natural Resource Management

MNR sustainably manages provincial parks and protected areas, forests, fish, wildlife, Crown lands and waters, aggregates, petroleum, and soil resources to provide environmental, social and economic benefits. Sustainable development recognizes and supports the needs of society in a way that is consistent with the ecological capacity of the natural environment. The programs within the core business of natural resource management – guided by the ministry's operating philosophy of resource stewardship – seek to achieve a balance between use and protection, recognize a broad range of values, develop ways of making decisions openly, and integrate the delivery of programs.

Public Safety and Emergency Response

MNR protects life, property and natural resources from the natural disasters of forest fires and floods. The ministry focuses on providing timely information about fire and flood emergencies, planning the most effective and efficient ways of dealing with those emergencies, and ensuring there is adequate capability on the ground to protect people and property, community and public infrastructure, and natural resources. This core business area delivers the ministry's Aviation and Forest Fire Management program, which includes emergency planning and response, forest fire management, and the provision of non-scheduled air transportation for the Government of Ontario.

Geographic Information

MNR creates, maintains, and provides access to, geographic information about provincial lands, waters, natural resources and infrastructure. Most of the ministry's business activities require geographic information to support sound decisions on resource management. Geographic information is also in great demand by other government ministries and industries involved in land development, natural resources, utilities, transportation, public health and safety, education, agriculture, land administration, commerce, and private sector products and services.

Annual Report on Key Achievements for 2000-2001

In 2000-2001, MNR expanded ***Ontario's Living Legacy*** into a province-wide initiative, with funding directed to creating new parks and protected areas, providing greater security for resource-based industries, and stimulating tourism growth. Living Legacy funds were also used for acquiring ecologically sensitive lands, jobs and training for young people, increasing protection of species at risk, and restoring fish and wildlife habitat.

Eighty-five new protected areas were regulated in 2000-2001, along with six Conservation Reserves in the Temagami area. Extensive public consultation took place for the **Great Lakes Heritage Coast** signature site. Public consultation is also under way for the Kawartha Highlands and the Nipigon Basin. Signature sites are areas with exceptional natural or cultural values that warrant special protection and promotion. Under the **Natural Areas Protection Program,** more than 540 hectares of land were acquired, adding to the system of protected areas along the Niagara Escarpment, in the Lynde Marsh, and the Rouge Valley.

More than 300 **community projects** were completed in 2000-2001, contributing to increased fish stocking, habitat restoration, wildlife reintroduction, and improved access to fishing, hunting and viewing opportunities. "Take a Kid Fishing" week encouraged young people to discover the joys of responsible angling. In August, Ontario hosted the *Premier's Symposium on North America's Hunting Heritage*.

Enforcement efforts were boosted through the training of 350 Fish and Wildlife Guardians and 200 Deputy Conservation Officers, along with increased border checks and aircraft patrols.

Supported by funding from SuperBuild, significant investments were made in multi-year projects to upgrade and renew facilities and infrastructure for provincial parks, fire centres, the provincial air fleet, and fish culture stations.

The Ontario Forest Accord Advisory Board issued a report in March 2001 endorsing the "Room to Grow" principle and the Forest Research Partnership. Under the framework provided by ***Ontario's Living Legacy***, the forest and resource-based tourism industries signed a memorandum of understanding to establish **Resource Stewardship Agreements**.

Annual Report on Key Achievements for 2000-2001 (cont'd)

Ontario Parks Legacy 2000 – an ongoing partnership between Ontario Parks and The Nature Conservancy of Canada – has, since its inception in 1996, enabled the Nature Conservancy to secure more than 11,000 hectares of natural heritage lands, valued in excess of $12.3 million.

The **Species at Risk** project was accelerated in 2000, with added funding for research, data collection, and recovery plans.

In August and September 2000, Ontario sent 725 firefighters to Montana and Idaho to help fight a dozen large fires threatening 1,000 homes. Staff of the Aviation and Forest Fire Management Program helped to fight and supervise fires, directing both Canadian and U.S. firefighters.

MNR continued its efforts to protect the public from the threat of racoon rabies by immunizing racoons and skunks in protection zones along the St. Lawrence River in Eastern Ontario and in the Niagara Peninsula.

The ministry created more than 2,300 job opportunities for youth through six employment programs, including Ontario Rangers, Stewardship Rangers, and the Co-op and Internship programs. These jobs provided a unique opportunity to involve young people directly in ***Ontario's Living Legacy*** and other MNR resource stewardship programs, expanding their understanding and appreciation of natural resource management.

A report on management of the Eastern Wolf, commissioned in 1999 by Minister John Snobelen out of concern for this species, was prepared by the Algonquin Wolf Advisory Group and presented to the Minister for review. Recommendations based on the report are expected in 2001.

Funding from **Ontario's Living Legacy** supported 30 major projects and many smaller projects to improve science, data and information on Ontario's natural resources programs, including Fish and Wildlife, Forest Management, Parks, Crown Lands and Waters, and Fire Management. Projects included fish and wildlife habitat and population inventories and assessments, and fisheries "state-of-resource" reporting.

In 2000-2001, MNR implemented Ontario Water Response, a provincially co-ordinated program to address low-water conditions. In partnership with other ministries, MNR initiated development of a project to collect, integrate and co-ordinate provincial water resource science and information across government.

Key Commitments and Strategies for 2001 - 2002

As a key member of the government's environmental team, MNR will continue to develop and implement policies and programs that will help ensure future generations inherit a clean, healthy province. MNR will play a key advocacy role for the concerns of rural and Northern Ontario and, as stewards of Ontario's natural resources, will help the province meet the environmental and economic challenges of the 21st century.

In 2001-2002, the ministry will keep its focus on moving forward with ***Ontario's Living Legacy***. Emphasis will be on regulating new protected areas, creating outdoor recreation opportunities, protecting species at risk, and protecting and restoring fish and wildlife resources.

MNR will continue to implement the Ontario Forest Accord commitments and maintain strong working relationships with partners in the forest industry and the environmental community. The ministry is dedicated to the principle of sustainable forestry. Under the Ontario Forest Accord, the ministry will continue to pursue the Northern Forests initiative, and continue to set the groundwork for gathering information that will facilitate potential forest harvesting in a part of the province that is not currently under management.

The ministry will also continue efforts to make sure Ontario's forest management policies, regulations and practices meet internationally recognized environmental certification standards.

Through education-based partnerships in ministry programs, such as youth employment, forest science, and species at risk, the ministry will provide training and work opportunities for future resource managers.

Through a variety of parks and protected areas initiatives, including capital projects funded by SuperBuild, the ministry will seek to expand Ontario's tourism potential, promote new investment in resource-based tourism, and promote hiking, wildlife viewing, fishing and other nature-based recreation activities

MNR will work with the Ministry of the Environment to address provincial surface water management and related public health and safety issues, and ensure there is safe drinking water in the Ontario Parks system.

Key Commitments and Strategies for 2001-2002 (cont'd)

MNR will work to provide greater certainty between the forest and resource-based tourism industries through Resource Stewardship Agreements.

The ministry will continue to support Ontario's interests regarding the expiration of Canada's softwood lumber agreement with the United States, and will assist with efforts to ensure the province's softwood industry has fair and free access to the U.S. market.

The ministry will work toward introducing a *Heritage Hunting and Fishing Act*, which, if passed, would recognize the important role hunting and fishing play in many Ontario communities, and in conservation and habitat enhancement.

The Species at Risk project will continue to focus on efforts to increase public involvement in protecting endangered, threatened and vulnerable species and their habitats.

The ministry will consult on new approaches to future land use and natural resource planning on Crown land, as well as consolidate existing provincial land use direction and information into a web-based electronic atlas that will be made available to the public.

MNR, in partnership with other ministries, will continue to pursue initiatives that will enhance the province's water resource science, information and monitoring systems, and will provide guidance on the development of water management plans and waterpower developments.

MNR will work with partners to implement natural hazards guidelines, wetlands restoration, watershed plans, and water budgets on local watersheds. MNR will continue to promote sustainable water management within the province.

MNR will also pursue a number of other initiatives including controlling the spread of racoon rabies, continuing to implement electronic service delivery, undertaking the timber management environmental assessment review, and continuing to rehabilitate and upgrade existing capital assets.

Key Strategies

Valuing Resources

Properly valued natural resources are essential for establishing priorities and objectives for land uses, allocating resources and setting prices for resource use, management, and development. MNR is committed to ensuring the public receives a fair return for the use of public resources and to improving its abilities to place a value on resources, particularly in analysis and interpretation of economic, financial and social knowledge and information.

Quality Service

MNR's Quality Service goal is to increase customer satisfaction through service excellence. The ministry is also committed to excellence and continuous improvement in its management systems and support services. These goals are to be achieved by striving for excellence through leadership, meeting or exceeding service standards and being responsive to customer needs.

Reducing Red Tape

In co-operation with the Red Tape Commission, MNR has participated in the three Red Tape Reduction Bills introduced to date, and all MNR legislative and regulatory initiatives have been subjected to the Commission's Regulatory Impact and Competitiveness Test (RICT). MNR will continue to work with the Commission to reduce unnecessary red tape and apply the new Business Impact Test.

Honouring MNR's Statement of Environmental Values

The Ministry will continue to consider its Statement of Environmental Values when making decisions that are environmentally significant, including implementing public notice and consultation requirements of the *Environmental Bill of Rights*.

Key Performance Measures

Core Business NATURAL RESOURCE MANAGEMENT

Goals/Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
Natural resource base is sustained.	Percentage of forest harvest area renewed successfully. *Note: The name of this measure is changed from "Harvest area successfully renewed."*	The measure will be determined from a sample based on the independent audit results. *The success rate recorded in the 1992 province-wide Ontario Independent Audit on harvested areas from the 1970s and early 1980s was 96%, using the standards of the day.*	The benchmark of 96% taken from the Ontario Independent Audit will be achieved.
	Rate of compliance with resource laws and regulations.	Standard is 90% compliance based on ministry officer contacts.	Compliance rate of 90% based on ministry officer contacts.
Economic and social benefits from Ontario's natural resources are sustained.	Number of fish stocked.	Measure is based on the estimated number of fish stocked in provincial waterways.	8.2 million fish to be stocked. * (*See note below.)
	Level of recreational use of natural resources.	Provincial park visits – 8.3 million (10 year-average.)	Maintain standard for provincial parks visits to 8.3 million. (10-year average).
Natural resource base is protected.	Endangered species protected.	Ensure that species identified by Ontario as endangered are protected by regulation, under the *Endangered Species Act*.	Regulate three additional species under the *Endangered Species Act*.
All ministry activities must emphasize high levels of customer satisfaction.	Level of customer satisfaction (general public and commercial clients.)	Measure based on percentage of public and commercial clients either satisfied or very satisfied with the level and quality of service provided	Achieve standard of 85% satisfaction level by 2001-2002.

Note: *The 2000-2001 achievement for fish stocking (9.4 million fish) was higher than expected, due to the need to stock some of the 2001-02 fish production, in 2000-01. This is due largely to fish hatchery construction work (Chatsworth) and higher than expected fish growth rates, which reduced hatchery over-wintering capacity. The 2001-02 commitment is correspondingly lower.*

Key Performance Measures (cont'd)

Core Business GEOGRAPHIC INFORMATION

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Economic and social benefits from Ontario's natural resources are sustained.	Percentage of the province with current resource inventory and base maps.	The object of this measure is to report on progress to achieve 100% completion of: • Ontario Base Map coverage • Forest Resources Inventory, and • Natural Resources Data Infrastructure	• 100% completion of the Forest Resources Inventory for 2001-2002. • Complete verification and quality control of FRI received from forest industry. • Add 10 or more new data classes into the Natural Resources and Values Information System • 100% verification.

Core Business PUBLIC SAFETY AND EMERGENCY RESPONSE

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Human life, property and natural resources are protected.	Area burned in intensive and measured protection zones.	Less than 80,000 ha /year based on a ten year rolling average.	Meet target of 80,000 ha per year on average (refinements pending).
	Fire response success.	Fire held to 4 ha or less or in a state of "being held" by 12 p.m. the day after the fire is reported.	Meet 96% of standard.

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Natural Resources

Operating	$413 million
Capital	$65 million
	3545 staff

Natural Resource Management

Operating	$291 million
Capital	$47 million
	2545 staff

Geographic Information

Operating	$38 million
Capital	$ 1 million
	415 staff

Public Safety and Emergency Response

Operating	$59 million
Capital	$17 million
	340 staff

Ministry Administration and Main Office

Operating	$25 million
	245 staff

Notes:

1. **All expenditure values are PSAB/accrual-based.*
2. *Staff numbers are shown as full-time equivalents.*
3. *The year-end Operating Expenditure Allocation/Estimate (PSAB) for 2000-2001 was $376 million. In-year operating increases amounted to $37 million. A new operating expenditure was $22.5 million for the Ontario's Living Legacy initiative.*

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Natural Resources

Operating	$407 million
Capital	$99 million
	3425 staff

Natural Resource Management

Operating	$276 million
Capital	$85 million
	2470 staff

Geographic Information

Operating	$45 million
	395 staff

Public Safety and Emergency Response

Operating	$62 million
Capital	$14 million
	320 staff

Ministry Administration and Main Office

Operating	$24 million
	240 staff

Notes:

1. *The year-start allocation values are PSAB/accrual based. No in-year adjustments are included.*
2. *Staff numbers are shown as full-time equivalents.*

Who to Call

Questions or comments about the ministry's business plan are welcome.

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MINISTRY OF NORTHERN DEVELOPMENT AND MINES

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Dan Newman

As Minister of Northern of Northern Development and Mines, I am pleased to present our 2001-2002 business plan, outlining our strategies for a strong Northern Ontario and a sustainable provincial minerals sector.

This promises to be an exciting and fulfilling year for us.

In its role as the voice for the North and Ontario's only regional ministry, MNDM has an interest in the health and well-being of northerners. We are also directly responsible for support of the provincial minerals industry. This dual responsibility gives us a two-fold mandate: to promote northern economic development and support mineral sector competitiveness.

This year, we are thrilled to be participating in the development of a "made in Northern Ontario" medical school. This new facility will use the latest technology to train medical professionals. It will help us ensure that we not only bring doctors to Northern Ontario, but retain our best and brightest in the North.

We will be developing an initiative to help Ontario's Far North communities attract environmentally sound development that meets their needs and aspirations. We will work with First Nation communities, partner ministries, the federal government, the mineral sector and other private sector stakeholders to create opportunities for residents and help First Nation communities become more self-reliant.

On other fronts, we will be working with the Northern Ontario Heritage Fund Corporation to implement its new expanded mandate, and with the Ontario Northland Transportation Commission to bring much-needed service improvements to the northeast.

We will begin to see rewards, too, as we continue moving forward with our unprecedented investments in Ontario's network of northern highways.

We have taken strong action to become one of the most attractive places in the world for mineral sector investment. We have cut the mining tax rate by 50 per cent, provided a 10-year tax holiday and reduced tax rates for new remote mines, enhanced tax incentives for investors in flow-through shares and reduced

Message from the Minister (cont'd)

corporate income tax rates for resource companies. At the same time, we have secured Ontario's position as a safe place to invest and raise capital by introducing the Professional Geoscientists Act. 2000 to bring geoscientists under a system of licensure.

As we move forward into the new projects and programs of this coming year, we will continue to work with our many partners to build a strong, prosperous Northern Ontario and a healthy, competitive minerals sector.

Dan Newman

The Honourable Dan Newman
Minister of Northern Development and Mines

Ministry Vision

The vision of the Ministry of Northern Development and Mines is of a Northern Ontario economy and provincial minerals sector that are healthy, competitive and sustainable.

A healthy, competitive and sustainable northern economy combines the strengths of our resource industries with emerging opportunities of a knowledge-based economy. It is built upon a solid physical and telecommunications infrastructure that attracts investment and helps Northern Ontario businesses compete successfully in global markets. It is reflected in prosperous, safe communities where residents enjoy a high quality of life and access to quality health care and education; and it is attained through partnerships, strategic investment and economic strategies that address the unique challenges and conditions of the North.

A healthy, competitive and sustainable minerals sector is built upon progressive mining legislation, fair and efficient administration of Ontario's mining lands, quality service to clients and state-of-the-art geological mapping and data. It is reflected in levels of mineral investment and production that are unequalled in Canada and among the highest in the world; and it is achieved with environmentally responsible exploration and mining activities that protect Ontario's natural heritage for future generations.

A healthy northern economy and minerals sector provide well-paying jobs for the people of Ontario, opportunities for northern youth and a solid foundation for economic prosperity in the North and across Ontario.

Core Businesses

To promote northern economic development and co-ordinate the delivery of programs and services in the North.

Northern Ontario's size, climate and rugged terrain create unique economic and social challenges for the people who live in this vast region. We help transcend these challenges. Our role is to listen to northerners, respond to their concerns and carry their views forward. We will help to create optimal conditions for job creation and economic prosperity in northern communities and we will foster a globally competitive Northern Ontario.

As the Policy Voice for the North, we give northerners the opportunity to participate in the development of government policy. We work with provincial government ministries and agencies to help ensure that provincial government decisions reflect northern needs.

MNDM will enhance its role as the "Face of Government" in the North by actively participating in program development, co-ordinating and delivering programs on behalf of other ministries, and providing input into policy and funding decisions.

MNDM will also broker government services and programs for residents of Muskoka with the establishment of an MNDM office in this district.

We are responsible for 29 Government Information Centres (GICs). Through a network of client service advisors located in these centres and four other offices, we provide northerners with access to a wide range of government programs and services.

We are responsible for co-ordinating the provincial Local Services Realignment initiative in Northern Ontario with other ministries to ensure that northern municipalities can meet their service responsibilities.

Through our Northern Highways Program, we work with SuperBuild and the Ministry of Transportation to rehabilitate and expand the North's highway network.

In collaboration with SuperBuild and other provincial ministries, we co-ordinate provincial investment in other public infrastructure in Northern Ontario, including winter roads, access roads, local roads in unincorporated areas and community infrastructure. We make sure these investments reflect provincial, regional and community priorities.

The area teams of our Regional Economic Development Branch serve as the focal point for economic development in Northern Ontario. The teams deliver provincial economic and social development programs and services in the North, and gather input on provincial policies and programs in support of our mandate as the Policy Voice for the North. They support the Northern Ontario Heritage Fund Corporation by promoting programs, evaluating proposals and monitoring projects.

The Northern Ontario Heritage Fund helps develop the North's infrastructure by supporting telecommunications improvements, regional tourism enhancement projects, strategic partnerships and community development.

Our Trade and Investment Marketing Branch promotes business opportunities in Northern Ontario. We help northerners access new markets and attract investment by organizing and participating in trade shows, conferences, investment seminars and incoming and outgoing trade missions.

The Ontario Northland Transportation Commission (ONTC), another agency, supports business and economic development in the northeast by providing transportation and telecommunications services.

To enhance mineral sector competitiveness and ensure the sustainable development of Ontario's mineral resources.

We serve the provincial minerals industry by promoting a healthy business climate that encourages mineral investment, exploration and mine development, and we help Ontario maintain its standing as a world leader in this sector.

We administer the *Mining Act* in a way that provides equitable management of Ontario's mining land tenure system. We take a proactive role in mine rehabilitation to ensure that mine sites are closed in a safe and environmentally sound manner, as prescribed by the *Mining Act*. Also, through our four-year, $27-million *Abandoned Mine Rehabilitation Program*, we support Ontario's rich natural heritage by returning former mines sites to productive use as recreational, community, business or mineral exploration lands.

Our Ontario Geological Survey (OGS) undertakes regional geological mapping to help the exploration industry assess the resource potential of Ontario's mining lands and to facilitate the selection of exploration targets.

We administer the three-year, $29-million *Operation Treasure Hunt* to expand and improve Ontario's geoscience infrastructure by uncovering new mineral exploration targets. Our resident geologists provide expert geological consultation and advisory services to industry. A world leader in Internet access, we further support the industry in its work by collecting, analyzing, managing and publishing mining lands and earth science information online. We will provide round-the-clock access to Ontario's geoscience database through the Earth Resources Mineral Exploration web site (ERMES) now under development, as well as to mining lands information through our new CLAIMaps II. The CLAIMaps project team was recognized for innovation and quality, winning the annual *Showcase Ontario Awards of Excellence* honour for information technology within the Ontario government, its agencies, boards and commissions as well as the broader public sector.

Our four-year, $8-million *Ontario Mineral Exploration Technologies* program is geared to the development of advanced technologies for mineral exploration. This program focuses on the development of new technologies and methods that promise to enhance the efficiency of exploration firms in Ontario.

By marketing and promoting Ontario's competitive advantages, we foster mineral sector growth. We play a lead role in developing and advocating initiatives that will create an improved climate for mineral investment. Through our business arm, *GEO Enterprises Ontario*, we market Ontario's mineral exploration and development opportunities and provide geoscience and *Mining Act* consulting services to clients around the world.

Annual Report on Key Achievements for 2000-2001

We build confidence in the North as a good place to live, work and invest.

The Ministry of Northern Development and Mines invests in infrastructure that can lever additional support from the private sector and other levels of government. Through such vehicles as the Northern Ontario Heritage Fund and SuperBuild, MNDM helps lay the foundations for future growth.

By working in partnership with stakeholders in Northern Ontario's urban, rural and remote communities, the ministry responds to regional and community priorities and fosters locally relevant, locally driven economic development solutions. It identifies and promotes opportunities for growth and investment.

Northern Ontario Heritage Fund expanded and extended

In the spring 2000 budget, the government announced it would invest $300 million over the next five years to support economic growth and create jobs in Northern Ontario by doubling to $60 million the annual funding to the Northern Ontario Heritage Fund Corporation. In February 2001, the Ontario government announced details on this expanded, refocused mandate for the Northern Ontario Heritage Fund. As an integral part of the government's approach to building strong northern communities, the new Northern Ontario Heritage Fund will support infrastructure, telecommunications, tourism, strategic partnerships and community development. The first four new Heritage Fund "flagship" programs -- Northern Health Care Assistance, Expanded Cellular Telephone Service, Capital Assistance for the Agricultural Sector and Northern Trails --were announced.

Since October 1996, the Northern Ontario Heritage Fund has contributed more than $254 million to 706 projects, generating an additional $666 million from project partners. These projects have created an estimated 10,500 jobs in Northern Ontario.

Ontario Makes Record Investments in Northern Highways

The Ontario government made record investments in northern highway infrastructure improvements again in 2000-2001, as part of its $1 billion commitment to expand and improve the safety of the province's highways. Almost $290 million invested through the Northern Highways Program represented an increase of more than $94 million – 48 per cent – over record spending in 1999-2000. This marked the fifth consecutive year that the provincial government had provided record levels of funding for the Northern Highways Program.

Ontario Northland undertakes service improvement

In December 2000, the Minister of Northern Development and Mines announced a Service Improvement Strategy (SIS) based on a report commissioned by the Ontario Northland Transportation Commission board. The strategy will be implemented in two phases. Phase One will involve the divestiture of ON Telcom and the Cochrane Station Inn, the reorganization of the marine operations and enhancement of motor coach services, and the Little Bear and Polar Bear Express train services. Phase Two will explore options for alternative delivery of ONTC's freight and passenger rail services. The government is committed to ensuring the provision of rail service between Cochrane and Moosonee where no other land transportation links exist.

Community Infrastructure

Through SuperBuild's Ontario Small Town and Rural (OSTAR) Development and the Sports, Culture and Tourism Partnerships (SCTP) initiatives, the Ontario government is contributing to the rejuvenation of community infrastructure. MNDM promoted these programs in the North and assisted northern communities to identify and develop infrastructure projects that will enhance the quality of life of their residents and improve their capacity to attract investment.

We foster a globally competitive Northern Ontario.

The Ministry of Northern Development and Mines fosters a globally competitive northern economy and provincial minerals sector by ensuring that Ontario's regulations, policies and programs respond to changing economic conditions around the world. We invest in infrastructure improvements and initiatives that boost the competitive position of Northern Ontario and the provincial minerals sector and strive to build on regional and sectoral strengths.

Last year, our Mines and Minerals Division continued to create conditions for the success of Ontario's mineral sector by reducing regulatory red tape, attracting exploration investment, expanding geoscience databases and enhancing client service.

Strong measures increase investor confidence

The Ontario government has worked hard to increase investor confidence in Ontario's mineral potential and is now seen as the best jurisdiction in Canada for mineral sector investment, as evidenced by the December 2000 Fraser Report.

Initiatives undertaken in 2000-2001 included:

- Cutting the mining tax rate by 50 per cent;
- Providing a 10-year tax holiday and reduced tax rates for new remote mines;
- Enhanced tax incentives for investors in flow through shares;
- Reduced corporate income tax rates for resource companies; and
- Introduction of the Professional Geoscientists Act, 2000 bringing geoscientists under a system of licensure and enhancing Ontario's position as a safe place to invest and raise a capital.

Mineral exploration supported and encouraged

The ministry helped usher in a new era for the Ontario Prospectors Association by contributing $4 million over three years in Heritage Fund funding to the newly structured association. This new organization will create and promote prospector development initiatives that support grassroots exploration, and help attract investment and exploration jobs to Ontario.

We focus on creating conditions that favour good, secure, well-paying jobs.

The ministry helps community and industry partners promote economic development and attain competitive advantages so that northerners may create the conditions for growth, investment, job creation and opportunity.

Research funding will enhance mineral exploration in North

The Ontario government introduced a four-year, $8-million initiative to develop and test innovative mineral exploration technologies that promise to enhance the efficiency of exploration firms in Ontario's high potential geological areas. The *Ontario Mineral Exploration Technologies* program will help unveil more accurate mineral research methods. It will reaffirm Ontario's reputation as one of the best jurisdictions for mineral exploration investment anywhere in the world.

We consult, represent and communicate with our client groups

By consulting, representing and communicating with client groups and the public, the ministry provides northerners with opportunities to advocate effectively for regionally responsive provincial government. Through ongoing consultations with the Ontario Geological Survey Advisory Board, the Minister's Mining Act Advisory Committee and other client forums, the ministry retains an understanding of and responsiveness to the needs of the industry and other stakeholders.

New tool provides round-the-clock access to information

CLAIMaps II provides mineral sector clients with a window to seven-day-a-week, round-the-clock Internet access to mining lands information. Clients can access the site from their own computers, some MNDM offices, a library, even an Internet café. The ministry's new Earth Resources Mineral Exploration (ERMES) web site will join CLAIMaps II in providing 24-hour-a-day access to data and images formerly available only at our regional offices.

Northern Development office opens in Muskoka

The ministry welcomed the District Municipality of Muskoka into Northern Ontario by fast tracking the establishment of a full-service office in Huntsville. Muskoka municipalities can now benefit from programs such as the Northern Ontario Heritage Fund, the Northern Highways Program and Northern Ontario health, education and social programs. The inclusion of Muskoka provides the North with a greater voice and broader jurisdiction.

Geoscientists and public consulted on regulation

To reinforce Ontario's position as one of the safest, most attractive places in the world for mining investment, the government conducted extensive public consultations on legislation that created a self-regulating organization of professional geoscientists in Ontario. This legislation creates the professional standing of Ontario's geoscientists, better protects the public and improves investor confidence.

We support measures to enhance the quality of life in Northern Ontario.

The ministry works with other ministries to deliver programming that supports quality of life enhancements in the region. We continue to pursue our vision of a healthy, competitive and sustainable society by supporting measures that improve access to health care, acting on key issues such as physician supply, continuing to support violence prevention strategies and promoting the positive aspects of northern living.

Enhancing access to quality health care across the North
The Northern Ontario Heritage Fund's *Capital Support for Small Northern Primary Care Health Facilities* initiative provided up to $50,000 to small primary care health facilities and up to $350,000 to small hospitals to upgrade medical equipment and renovate or expand buildings. Under this initiative, the Northern Ontario Heritage Fund has provided approximately $14 million in funding to about 120 small northern hospitals, community health centres, aboriginal health access centres, nursing stations, and medical and dental centres owned by municipalities or hospitals.

The ministry, along with the Ministry of Health and Long-term Care, again supported the annual Health Professionals Recruitment Tour in the Year 2000. Under this joint initiative, representatives of northern and rural communities visit the five academic health science centres in southern Ontario in an effort to attract health professionals to their communities. A total of 80 communities and organizations participated in the 2000 tour.

These are two of a series of significant measures that the Ontario government is taking to ensure that all Ontario residents have access to quality health care that meets their needs at every stage of life, no matter where they live.

Programs assist Far North remote communities
The Ontario government contributed more than $2.6 million to build more than 2,800 kilometres of winter roads linking Ontario's remote First Nation communities. These roads connect to Ontario's highway network and allow the transportation of heavy equipment, construction materials, fuel and other freight into communities that are otherwise accessible only by air or barge during the warmer months. The roads are typically open from early January to late March.

Annual Report on Key Achievements (cont'd)

The ministry joined with the Ontario Native Affairs Secretariat to help First Nation communities in northwestern Ontario install operational indoor plumbing in homes. Provincial funding totaling $2.3 million was provided under the Aboriginal Communities Capital Infrastructure Program (ACCIP), a provincial initiative delivering basic infrastructure needs to First Nation communities.

Steps taken to prevent violence against women and children
The Ministry of Northern Development and Mines was one of 10 provincial ministries participating in the *Violence Against Woment Prevention Initiative*, a program aimed at preventing sexual and domestic violence against women and children. The ministry contributed more than $330,000 to 110 Northern Ontario projects, part of approximately $135 million spent annually on programs and services to address and prevent violence against women. Recipients included women's shelters, family resource centres, community health centres, school boards and crime prevention groups.

Services to northern children
The ministry is a partner with three other ministries in the *Integrated Services for Northern Children Program* aimed at providing specialized health, mental health and educational services to children in need. The Ontario government contributes $9.8 million annually to this endeavour which supports the recruitment of professionals across the North.

Environment protected and restored
We continue to work with the Ministry of Natural Resources and our stakeholders to define areas of provincially significant mineral potential within proposed parks and protected areas of Ontario's Living Legacy. We are developing the framework for allowing controlled exploration to take place within designated parts of these environmentally sensitive areas and putting in place a process to temporarily deregulate significant mineral discoveries out of the protected areas in a way that will ultimately result in an enlargement of parkland.

To restore former mining lands to productive use, the ministry continued its program of minesite cleanup and rehabilitation. The Ontario government invested $2 million in the program's first year (1999-2000), $5 million in the second (2000-2001) and plans to spend $10 million in each of the third and fourth years to clean up physical and environmental hazards.

Key Commitments and Strategies for 2001-2002

The Ministry of Northern Development and Mines, through its core businesses and the following strategies, is helping to achieve key priorities of the Ontario government: attracting and keeping jobs, quality health care, and a cleaner and safer Ontario.

We will help create optimal conditions for job creation and economic prosperity in Northern Ontario.

We will work with Northern Ontario's urban, rural and remote communities to create the conditions for growth, investment, and good, secure, well-paying jobs

To help broaden the economic base of communities, we will identify and promote opportunities for business growth and investment.

We will support programs and partnerships that:

- sustain and strengthen resource industries;
- capitalize upon Northern Ontario's rich natural heritage;
- position the region for success in the knowledge-based economy;
- create a transportation/telecommunications infrastructure for business success;
- are consistent with Ontario's Smart Growth principles.

By exploring ways of opening up the Far North to mining and resource activities, we will create more opportunities for the residents and help aboriginal communities become more self-reliant.

We will make strategic investments in physical and telecommunications infrastructure.

Strategic capital investment through such vehicles as SuperBuild and the Northern Ontario Heritage Fund will:

- address vital physical infrastructure needs such as water and sewer systems;
- lever other private and government investment;

Key commitments and strategies (cont'd)

- lay the foundations for future growth;
- boost the competitive position of Northern Ontario and the provincial minerals sector; and
- position northern communities to take advantage of emerging business opportunities.

We will create infrastructure needed for future economic growth and address vital community needs through Northern Ontario Heritage Fund programs focused on tourism, infrastructure, telecommunications, strategic partnerships and community foundations.

We will continue rebuilding and expanding northern highways to create efficient routes to major markets, attract investment to the region and promote the safety of travellers.

In support of e-government and e-business opportunities, we will help connect northern communities to the information highway and position "smart" communities for e-business success in global markets.

We will foster a globally competitive Northern Ontario and provincial minerals sector.

We will promote Northern Ontario and mineral sector exports and foster productive trade and investment relationships.

We will establish Ontario as the best place in the world to invest in mineral exploration through progressive mining legislation, fair and efficient administration of Ontario's mining lands, state-of-the-art geological mapping and ground-breaking use of advanced technology for dissemination of Ontario's geoscience information. Through geological surveys and mapping, we will identify targets for mineral exploration and support new strategies to sustain and expand grassroots exploration in Ontario.

We will provide input into provincial policies and regulations focused on improving investor confidence, eliminating barriers to investment and business growth and responding to global economic conditions and opportunities.

We will promote a culture of innovation through investments that foster ingenuity.

We will work with other ministry partners to ensure provincial government decisions recognize unique northern and mining contributions and circumstances.

Through timely communication and consultation, we will provide Northern Ontario and minerals sector clients with opportunities for input into provincial legislation, policies and programs; we will represent their interests in provincial discussions on policy matters; and we will work towards policies and programs that recognize and reflect their unique contributions and circumstances.

We will use emerging technology to provide clients with opportunities for greater input, more convenient access to information and two-way interaction with government.

We will create a Geoscience Super Library, an investment in intellectual capital that is globally accessible via the Internet and serves as a primary incentive for mineral exploration investment in the province. A key project in our Electronic Service Delivery initiative, the library will be comprised of present, past and future OGS maps, reports and databases, mineral industry assessment reports filed in fulfillment of obligations under Ontario's *Mining Act* and geoscience information and data donated by the mineral industry.

We will ensure accessibility of Ontario government programs/information in the North.

We will continue to provide Northern Ontario citizens with easier access to government programs and information through operation and administration of Government Information Centres in the North and through our delivery of Ontario government programs and services.

We will consolidate and enhance service to the District Municipality of Muskoka.

We will pursue opportunities to make routine information and business transactions available via the Internet to provide clients with faster, more convenient access to services.

We will continue to advocate for provincial programs which assist northern communities in delivering important social and health services they have assumed through the provincial Local Services Realignment initiative.

Key commitments and strategies (cont'd)

We will continue to offer municipalities and unincorporated communities the opportunity to develop Area Services Boards, a made-in-the-North governance model, to achieve savings in the delivery of social, health and other services.

We will support the government's commitment to quality health care and safe communities through initiatives that enhance quality of life in Northern Ontario.

We will work with our northern partners and the Ministry of Health and Long-Term Care to develop a 'made in Northern Ontario' medical school. This facility will use the latest technology to train medical professionals. It will help us ensure that we bring doctors to Northern Ontario and retain them in the North.

We advocate for improved accessibility to health care within northern communities and work with the Ministry of Health and Long-Term Care and other partner ministries to build on the existing Rural and Northern Health Care Framework. We support a strategic and integrated approach to improving the access to health services for Northern Ontarians through enhanced recruitment and retention strategies.

We will provide input on the socioeconomic challenges faced in northern communities to help ensure health and social service policies and programs address the concerns and needs of northern families.

We will support and undertake efforts to make Ontario a safer and cleaner province.

Through environmentally responsible mine exploration, production and closure and the provision of geological information, we can create a solid foundation for Ontario's continued economic prosperity while preserving Ontario's rich natural heritage for future generations.

We will ensure firm and fair administration of the *Mining Act* and strict compliance with our Statement of Environmental Values.

We will ensure that mines are developed and closed in a safe and environmentally responsible manner.

We will work with clients to ensure compliance with new regulations for mineral exploration in environmentally sensitive areas.

We will return former mining lands to productive economic and community use through rehabilitation of physical and environmental hazards

Ontario's Smart Growth priniciples will help to guide environmentally responsible urban growth.

We will maintain a commitment to delivering quality service to our clients.

We will embrace a commitment to quality service through continuous efforts to meet and exceed customer expectations. We will evaluate and improve service delivery channels and identify opportunities to provide faster, more convenient service to our customers.

Through continuous planning, evaluation, program justification and performance measurement, we will ensure our resource allocation is aligned with our priorities and spend our resources judiciously for the betterment of the North, the minerals sector and all Ontarians.

Funding has been approved to develop online mechanisms to conduct transactions related to the provision of Mining Lands products and services to clients. This initiative will bring us online with the technology environment of the mining industry, therefore improving the ease, efficiency and accuracy of client transactions, as well as the access to and submission of information.

As well, we are laying the cornerstone for improving the delivery of transportation and telecommunications services in northeastern Ontario with a Service Improvement Strategy (SIS) that will ensure that current customers of the Ontario Northland Transportation Commission (ONTC) have access to the best transportation and communication services that can be delivered.

Key Performance Measures

Performance measures for Northern Ontario and the provincial minerals sector focus on broad impacts of key ministry programs and services. These impacts include:

- **CLIENT SATISFACTION**: The degree of public satisfaction with the delivery of ministry programs and services;
- **INVESTMENT CLIMATE:** How the business investment climate in the provincial minerals sector compares with other jurisdictions;
- **NORTHERN ONTARIO HERITAGE FUND:** Our effectiveness in creating and retaining jobs, meeting regional needs and priorities and levering external capital investment; and
- **NORTHERN HIGHWAYS:** Our success in improving the percentage of roads in “optimal state of repair.”

Key performance measures (cont'd)

Core Business — Northern Economic Development

Goals and Outcomes	Measures	Targets/Standards	2001-02 Commitments
Increased public satisfaction with ministry programs and services	% client satisfaction with level and quality of ministry programs, special initiatives and walk-in services.	85% overall	90% ministry overall
Increased investment in Northern Ontario	Project funding approved by NOHFC Board External funding leveraged Leverage ratio New jobs created	Specific annual forecasts of NOHFC funding, external contributions levered and jobs created.	$60.0M – funding $90.0M – leverage 1:1.5 – leverage ratio 600 – jobs created
Improved state of repair of northern highways	% of northern highway system in "optimal state of repair."	89% by April 1, 2002	89% by April 1, 2002

Core Business — Mineral Sector Competitiveness

Goals and Outcomes	Measures	Targets/Standards	2001-02 Commitments
Increased public satisfaction with ministry programs and services	% client satisfaction with level and quality of ministry programs, special initiatives and walk-in services.	90% overall	90% ministry overall
Increased investment in the province's mineral sector	Ontario's ranking among all provinces and territories in terms of the most attractive jurisdiction to invest in mineral exploration.	#1	#1

2000-2001 Ministry Spending by Core Business – Interim Actuals*

Ministry of Northern Development and Mines

Operating	$113 million
Capital	$312 million
	465 staff

Northern Economic Development

Operating	$ 72 million
Capital	$307 million
	145 staff

Policy Voice for the North
Regional Delivery of Programs and Services
Co-ordination of Northern Infrastructure
Regional Economic Development
Northern Ontario Heritage Fund
Ontario Northland Transportation Commission
Local Services Realignment
Trade and Investment Marketing

Mineral Sector Competitiveness

Operating	$32 million
Capital	$ 5 million
	240 staff

- Administration of the Mining Act
  - Mining Land
  - Mines Group
- Ontario Geological Survey
  - OGS Precambrian Geoscience
  - Geoscience Laboratories
  - OGS Sedimentary Geoscience
  - OGS Resident Geologist
  - Data Services
  - Information Services

Ministry Administration

Operating	$9 million
	80 staff

Minister's Office and Parliamentary Assistant's Office
Deputy Minister's Office
Business Planning Secretariat
Corporate Policy Secretariat
Communications Services
Legal Services

Note: Staff numbers are shown as full-time equivalents.

***PSAB based.**

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Northern Development and Mines

Operating	$179 million
Capital	$327 million
	465 staff

Northern Economic Development

Operating	$136 million
Capital	$317 million
	150 staff

Policy Voice for the North
Regional Restructuring and Delivery of Services
Northern Infrastructure Investments
Regional Economic Development
Northern Ontario Heritage Fund
Trade and Investment Marketing

Mineral Sector Competitiveness

Operating	$34 million
Capital	$10 million
	235 staff

Administration of Ontario's Mining Land Tenure System
Mineral Development & Rehabilitation of Mining Lands
Provision of Geoscience Information and Services
Promotion of Ontario's Mineral Potential

Ministry Administration

Operating	$9 million
	80 staff

Minister's Office and Parliamentary Assistant's Office
Deputy Minister's Office
Business Planning Secretariat
Corporate Policy Secretariat
Communications Services
Legal Services

Note:

Staff numbers are shown as full-time equivalents

***PSAB based.**

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MINISTRY OF THE SOLICITOR GENERAL

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. David Turnbull

As Solicitor General, I strongly believe that the people of Ontario have the right to be safe and feel safe in their community.

Our government is implementing a number of initiatives and programs that enhance community safety across the province. This business plan outlines steps we are taking to protect residents and improve public safety in the future. Key initiatives include the following:

- We have acted to protect children and vulnerable adults from sexual predators through *Christopher's Law (Sex Offender Registry), 2000* legislation that establishes the first Sex Offender Registry in Canada
- The *Community Policing Partnerships* program is adding 1,000 net new front-line police officers across Ontario. With these new officers, we are increasing police visibility in residential neighbourhoods, community parks and downtown centres.
- The Ministry of the Solicitor General is working with other ministries to provide police and Crown attorneys with the crime-fighting tools they need to target organized crime.
- The *Major Case Management* system is a province-wide database that provides police with crime-fighting tools based on advanced technology.
- The ministry is making investments to further expand Ontario's Centre of Forensic Sciences — a world leader in its field.
- The Office of the Fire Marshal continues to work closely with fire departments across Ontario. In 2000, the province recorded its lowest fire death rate on record.

The ministry will continue to work with police, fire, and other emergency service providers across the province. These workers, along with municipal leaders, community volunteers and private sector partners, help us ensure that public safety continues to be a top priority in Ontario.

David Turnbull

The Honourable David Turnbull
Solicitor General

Ministry Vision

The Ministry of the Solicitor General is committed to building a safe, secure and prosperous Ontario. Our communities must be supported and protected by accountable, efficient, effective and accessible justice and public safety systems. Not only must our communities be secure, but they must also feel secure to residents. To improve public safety in Ontario, the ministry is strengthening existing programs and implementing innovative changes that will improve the overall effectiveness of the justice system. These changes will:

- Enhance front-line services;
- Increase accountability;
- Improve service quality; and
- Optimize cost-efficiency.

Core Businesses

The Ministry of the Solicitor General employs just over 7,900 police, fire and civilian employees and reaches all communities and regions throughout Ontario. The ministry, along with the Ministry of Correctional Services and the Ministry of the Attorney General, forms Ontario's justice sector.

The Ministry of the Solicitor General is responsible for the following core businesses:

Promoting and Supporting Excellence in Policing

Direct protection of our communities through effective law enforcement is a fundamental priority for the ministry. Its two primary components are:

Policing Services Division

The Policing Services Division is responsible for the ongoing development and improvement of policing throughout the province. By providing effective training, professional standards and policies, systematic inspections and reviews, and advisory support to police services, the ministry ensures that a world-class law enforcement network protects Ontario. The division also supports the development of community safety and crime prevention initiatives, operates Criminal Intelligence Services Ontario and licenses the private security industry.

Providing Front-Line Policing Services

Ontario Provincial Police

The Ontario Provincial Police mandate is unique among Ontario police services in that it includes municipal, First Nations, and provincial responsibilities. The diverse services provided by the Ontario Provincial Police include provincial park policing; criminal investigations; emergency assistance; and highway, waterway and snowmobile patrols.

Providing Programs and Services that Enhance Public Safety Across Ontario

The primary focus of this core business is to protect and improve public safety in all Ontario communities. The division consists of these vital services:

Centre of Forensic Sciences

As one of the most extensive forensic facilities in North America, the Centre of Forensic Sciences supports the administration of justice by conducting scientific investigations, research and development and educational programs.

Office of the Chief Coroner

The Office of the Chief Coroner conducts death investigations and coroner's inquests, and uses these findings to promote public safety awareness for preventing the recurrence of similar types of deaths.

Office of the Fire Marshal

The main objective of the Office of the Fire Marshal is to minimize the loss of life and property from fire. This is achieved by co-ordinating, directing, and advising municipalities and fire departments on all fire safety matters such as prevention, firefighting, emergency response, training and fire investigation. The office also investigates the cause and origin of fires.

Emergency Measures Ontario

Emergency Measures Ontario monitors, co-ordinates and assists with the development of emergency management programs throughout Ontario. This organization also co-ordinates provincial and federal response assistance during natural and human-caused emergencies. To achieve its mandate, Emergency Measures Ontario works closely with ministries, municipalities and First Nations to ensure arrangements are in place to manage any type of major emergency, including nuclear accidents.

Ontario Crime Control Commission

The Ontario Crime Control Commission is dedicated to finding new ways to reduce crime and improve public and community safety. Premier Mike Harris appointed the commission in April 1997 putting into action the government's commitment to crime prevention, more effective law enforcement and a balanced criminal justice system. The Crime Control Commission was created to listen to public concerns, consult with experts and recommend specific steps the government can take to build a safer Ontario.

Annual Report on Key Achievements for 2000 - 2001

Promoting and Supporting Excellence in Policing

Policing Services Division

The ministry approved $27 million in transfer payment grants, administered by the Policing Services Division, to both police services and community organizations. They include the *Community Policing Partnerships* program, *RIDE* (Reduce Impaired Driving Everywhere), *Partners Against Crime* and the *Municipal Police Service Technology Fund.*

Under the *Community Policing Partnerships* program, police services have hired 920 new officers, out of the 1,000 allocated by the ministry. The program is a cost-sharing initiative between the province and municipalities to hire more front-line officers and increase police visibility on our streets. The 2000 Ontario Budget established a permanent *Community Policing Partnerships* program with $35 million in annual funding.

The proclamation of *Christopher's Law (Sex Offender Registry), 2000* established the first provincial Sex Offender Registry in Canada and will provide police services throughout Ontario with essential information they need in the interests of public safety. The registry helps police to monitor convicted sex offenders in the community and investigate sex-related crimes.

The law is named in memory of 11-year-old Christopher Stephenson who was abducted and murdered by a convicted pedophile on federal statutory release. The central Sex Offender Registry is managed by the Ontario Provincial Police.

Effective January 1, 2001, the *Adequacy Standards Regulation*, ensures consistent delivery of high quality police services across the province. The standards also provide local flexibility and choice for police services boards, chiefs of police and municipalities.

The government officially dedicated the Ontario Police Memorial on May 7, 2000, at Queen's Park to honour police officers who have died in the line of duty or were killed when acting in the capacity of a police officer. The memorial stands as a co-operative effort between government and the policing community.

Providing Front-Line Policing Services

Ontario Provincial Police

The Ontario Provincial Police has established the *Electronic Crime Team* which will use sophisticated technology to reduce the proliferation of electronic and computer crimes.

Three Ontario Provincial Police detachments were involved in testing the software for *Major Case Management*, designed to serve as a uniform computerized case management system for all Ontario police services in their investigations of serious crimes.

To deal with rural break and enter crimes in both the agricultural and forestry industries, the Ontario Provincial Police has created *Rural and Agricultural Crime Teams* for all regions of the province.

Enhanced community-based initiatives, such as *Cottage Watch*, have contributed directly to an increase in solving property crimes. Working with their local Ontario Provincial Police detachments, 120 *Cottage Watch* associations stress safety and security to address the problem of cottage break-ins.

To promote safer travel on roadways, waterways and snowmobile trails, the Ontario Provincial Police conducted over 1.5 million *RIDE* (Reduce Impaired Driving Everywhere) checks. Officers were also deployed in *Recreational Safety Teams* throughout the province to promote the safe use of recreational vehicles.

Annual Report on Key Achievements for 2000-2001 (cont'd)

With the support and co-operation of the Ontario government, the Ontario Provincial Police has substantially increased its investigation and enforcement of child pornography (Project P), illegal gambling, auto theft, weapons offences, crimes against seniors and criminal activities among outlaw motorcycle gangs.

The Ontario Provincial Police has also established partnerships with over 350 Community Policing Committees across the province. These committees were set up to make such partnerships proactive in promoting community safety and involving residents in crime prevention measures.

Providing Programs and Services that Enhance Public Safety Across Ontario

In response to the Kaufman report, the Centre of Forensic Sciences has bolstered its capabilities as a major partner in the investigation of crime. The government approved funds for adding scientific and technical personnel to analyze evidence and for purchasing state-of-the-art equipment to more effectively test evidence samples. That includes expanding staff and resources for the centre's Quality Assurance Unit.

Another key accomplishment for community safety and law enforcement is the *Imitation Firearms Regulation Act, 2000* which restricts the purchase, sale and use of imitation guns. The act also bans starter pistols that could be converted to fire live ammunition. As well, the purchase, sale, transfer or use of both imitation guns and deactivated firearms is restricted to individuals 18 years and older.

The ministry has placed a strong focus on promoting fire safety throughout Ontario. To reduce the number of accidental fire deaths, the Office of the Fire Marshal and its Public Fire Safety Council have developed fire prevention and education programs such as *Older & Wiser*, aimed at fire safety for older adults. *Risk Watch®* was introduced to schoolchildren in 33 communities. In 2000, Ontario recorded its lowest death rate from fire in recent memory.

Annual Report on Key Achievements for 2000-2001 (cont'd)

Emergency Measures Ontario developed the *Partnerships Toward Safer Communities* program that provides for joint community and industry emergency planning across the province. Emergency Measures Ontario also co-ordinates off-site emergency arrangements with the five nuclear power generating facilities in Ontario.

In the interests of animal welfare and protection, the ministry provided a grant of $119,000 to train inspectors and agents for the Ontario Society for the Prevention of Cruelty to Animals.

Integrated Justice

The ministry has been working with the Ministry of Correctional Services and the Ministry of the Attorney General to modernize and electronically link all elements of the provincial justice system. The overall goal is to improve community safety and strengthen public confidence in the judicial system.

The police service in St. Thomas, Ontario became the first municipal law enforcement service to use the system designed for the Integrated Justice Project.

Key Commitments and Strategies for 2001 - 2002

The Ministry of the Solicitor General is committed to enhancing crime-fighting measures, ensuring that Ontario residents are safe and feel secure. To drive these efforts, the ministry will continue to expand its mandate, supporting excellence in policing standards, crime prevention and investigation throughout the province.

Promoting and Supporting Excellence in Policing

Policing Services Division

In the 2001 Ontario Budget, the government announced an additional $6 million for this ministry, and the Ministry of the Attorney General, to assist both police and Crown attorneys in their efforts to combat organized crime. Both ministries are collaborating in the development of a multi-faceted strategy to deal with organized crime — one that encompasses intelligence and crime-fighting techniques.

With the proclamation of *Christopher's Law*, the ministry will work closely with the Ontario Provincial Police, police services throughout Ontario and other influential stakeholders in building community awareness of the Sex Offender Registry, as well as enforcing mandatory registration requirements for convicted offenders.

Now that the *Community Policing Partnerships* program is permanent, the government will continue to build on the program's success and provide funds to support the training and hiring of front-line officers in Ontario communities. The program is designed to increase police presence and visibility.

Major Case Management is an advanced strategy which will deal with investigating and resolving the most serious crimes. As a uniform computerized case management system, *Major Case Management* will provide Ontario's police services with advanced technology for serial predator investigations. Funded by the government, this project is based on recommendations from Justice Archie Campbell and will prove to be a vital investigative tool, especially for cases that cross two or more jurisdictions.

Key Commitments and Strategies for 2001-2002 (cont'd)

To enhance the concept of safer communities, the ministry has approved the creation of a $10.1 million *Municipal Police Service Technology Fund* for 2001-2002 which will provide timely support to help police services in sharing information with each other and with other justice system partners. Under this initiative, police services will submit applications for funds to enhance their information technology.

Providing Front-Line Policing Services

Ontario Provincial Police

The Ontario Provincial Police will continue its focus on reducing organized crime through the newly established *Electronic Crime Team*, participation with the province's new organized crime strategy and other partnership efforts to investigate multi-jurisdictional offences.

The Ontario Provincial Police is also targeting higher levels of crime prevention in areas that include domestic violence, victimization of seniors and criminal activity involving youth.

Safe travel on roadways, waterways and snowmobile trails remains a key commitment over 2001-2002. Resources will be dedicated to front-line activities including patrols, the *RIDE* (Reduce Impaired Driving Everywhere) program, water vessel checks, crackdowns on seatbelt violations and aggressive driving, and increased public awareness on safety issues.

To enhance police visibility in Ontario communities, the Ontario Provincial Police will continue the trend of moving officers away from office duties and assign them to street and highway patrol.

The Ontario Provincial Police will be managing the Sex Offender Registry, on behalf of the ministry, and provide ongoing guidance and support for police services in the process of registering convicted offenders.

Providing Programs and Services that Enhance Public Safety Across Ontario

The Centre of Forensic Sciences has developed a strategy to improve turnaround time for case analysis. In addition to hiring new scientific and technical staff, plans include a thorough review of processes, partnership arrangements with clients and training in forensic methodologies for new staff members. These initiatives will help reduce the time required to analyze evidence.

The Office of the Fire Marshal has initiated a Municipal Fire Protection Information Survey which will ensure municipalities are in compliance with the *Fire Protection and Prevention Act (1997)*. The office will continue to expand fire prevention and awareness programs such as *Risk Watch®* aimed at elementary schoolchildren, and the *Arson Prevention* program, focused on children and youths from ages 2 to 17.

Emergency Measures Ontario will maintain its important responsibility of co-ordinating the province's emergency management system to protect public health, safety and property throughout the province. This will involve working closely with communities in developing emergency programs, as well as training.

Integrated Justice

The Integrated Justice Project involves adopting common architecture, police case management, court case management, Crown case management and corrections case management. The vision of the Integrated Justice Project is to create a modern, effective and accessible justice network that can share information electronically among those who work in the province's justice system.

Key Performance Measures

Front-Line Policing

Goals/Outcomes	**Measures**	**Targets/Standards**	**2001-2002 Commitments**
Safer Communities	Rate of violent crimes and property crimes and other crimes solved in Ontario Provincial Police jurisdiction.	For the Ontario Provincial Police to be among the top five police agencies (serving populations of greater than 100,000) in the province for property crime and violent crime clearance rates.	To continue to be among the top five police agencies in the province (serving populations of greater than 100,000) for violent crime and property crime clearance rates.
Safer Communities	Number of proceeds of crime investigations and dollar amount of assets seized.	Standard: Three year average: - 71 investigations - $4.73 million of assets seized	Five per cent over the three year average: - 75 investigations; - $4.96 million worth of assets seized.
Safer Highways, Waterways and Snowmobile Trails	In areas of Ontario Provincial Police jurisdiction, the number of highway, waterway and snowmobile fatalities.	Highways - 1.4 fatalities per 10,000 registered vehicles (rvs) Snowmobiles - .94 fatalities per 10,000 rvs Vessels - 53 per year (rates per rvs not available)	Meet or exceed the standards.
Accountability to the Public	Community satisfaction[1][1] with Ontario Provincial Police service delivery.	Range of 80 per cent - 90 per cent for level of residents feeling safe in their communities[2][2].	Meet or exceed the standard.
Efficient and Effective Service Delivery	Timely response to calls.	Answer 911 calls 95 per cent on the second ring. Answer all non-emergency calls within three rings.	Meet or exceed standards.

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[1][1] *Customer Satisfaction includes perception of community safety.*

[2][2] *The Policing For Results Survey, from which satisfaction ratings are derived, was first conducted in 1999. Subsequent surveys will be used during the next five years to establish an average baseline to be used as a standard.*

Key Performance Measures (cont'd)

Public Safety

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Public Fire Safety	Number of communities involved in the *Risk Watch®* fire safety program.	Introduction to participating school boards.	*Risk Watch®* to be introduced to 10 additional communities across Ontario.
Public Fire Safety	Percentage of Ontario Fire Marshal Fire Protection Advisers certified as "Public Fire and Life Safety Educators."	Certify 100 per cent of Fire Protection Advisers.	Thirty-eight Fire Protection Advisers certified (100 per cent).
Effective and Efficient Forensic Science Service	Average time from service request to report completion for forensic testing.	Sixty per cent of submissions to be completed in 90 days or less.	Fifty per cent of submissions to be completed in 90 days or less.
	Percentage of client survey respondents indicating that their overall satisfaction with Centre of Forensic Science services is satisfactory or very satisfactory.	To consistently maintain a rating of satisfactory or very satisfactory among 80 per cent or more of clients surveyed.	To meet or exceed standard/target.

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of the Solicitor General

Operating	$905 million
Capital	$ 4 million
	7,935 staff

Front-Line Policing

Operating	$599 million
	6,856 staff

Promoting and Supporting Excellence in Policing

Operating	$59 million
	198 staff

Public Safety

Operating	$57 million
	486 staff

Ministry Administration

Operating	$190 million
Capital	$ 4 million
	395 staff

Note: Staff numbers are shown as full-time equivalents.

For fiscal 2001-2002, the following programs have been transferred to other ministries:

- Victim Services Program, Ministry of the Attorney General (Operating - $20.4 million and 27 staff)
- Government Mobile Communication Project, Management Board Secretariat (Operating - $20.8 million and 8 staff)

* Public Sector Accounting Board based.

2001 - 2002 Ministry Approved Allocations by Core Business Plan*

Ministry of the Solicitor General

Operating	$932 million
Capital	$ 9 million
	7,790 staff

Front-Line Policing

Operating	$617 million
	6,795 staff

Promoting and Supporting Excellence in Policing

Operating	$86 million
	207 staff

Public Safety

Operating	$59 million
	517 staff

Ministry Administration

Operating	$170 million
Capital	$ 9 million
	271 staff

Note: Staff numbers are shown as full-time equivalents.

* Public Sector Accounting Board based.

Who to Call

Questions or comments about the ministry's business plan are welcomed.

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You can also access additional information on the ministry through its Web site: www.solicitorgeneral.msg.gov.on.ca

MINISTRY OF TOURISM, CULTURE AND RECREATION

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Tim Hudak

We step into 2001-2002 with a new organization, a new mandate and a tremendous new opportunity to help people across the province realize the dream of creating in Ontario the best place in the world to live, work and raise a family.

On February 8, 2001, we brought together tourism, culture and recreation under one roof to focus the power of these key sectors on our goals: creating jobs and helping the people of Ontario build strong communities.

The timing was perfect.

Ontario's economy grew by a total of 11.9 per cent in 1999 and 2000, the best two consecutive years of growth since the 1980s. Ontario created more than 550,000 new jobs in the years 1998 through 2000, the best pace of job growth in the province's history. All forecasts agree that job growth will continue in 2001 and accelerate in 2002.

Recent economic growth and sound government fiscal policy have generated funds needed to make strategic investments in the tourism, culture and recreation sectors. The SuperBuild Sports, Culture and Tourism Partnerships initiative is helping to rebuild and improve publicly owned or supported sport, recreation, cultural and tourism facilities across Ontario. We doubled funding to the Arts Endowment Fund to make a five-year, $50 million commitment to the long-term future of the arts in Ontario. We increased our tourism marketing commitment by $50 million to a total of $170 million over six years so we can, through the Ontario Tourism Marketing Partnership Corporation and the tourism industry, aggressively market Ontario world-wide as a four-season destination.

During the coming year, we will reap the benefits of those actions and the dozens of others that we have taken to strengthen tourism, culture and recreation.

Our strategies for 2001-2002 build on the momentum of the tourism, culture and recreation sectors. They bring these three powerhouses together in new partnerships to accelerate job creation, economic growth and stronger communities.

I invite you to examine our business plan for 2001-2002, think about our strategies and weigh the results we expect to achieve. Call, write or send us an e-mail with your views.

The Honourable Tim Hudak
Minister of Tourism, Culture and Recreation

Ministry Vision

Tourism, culture and recreation touch everyone in Ontario. For many people – hundreds of thousands of men, women and students across Ontario – the health of these sectors means good jobs.

For millions more, they are cornerstones of an enviable quality of life. We take delight in showing the province to visiting friends and family. We're proud of the accomplishments of our writers, performers and artists. We share the triumphs of our top athletes – and our eight-year-old niece when she hits a home run at the local ball diamond. We are enriched through exploring local libraries and the wonders of our natural heritage, including our extensive trail system and historical buildings.

By creating jobs, these industries help improve our quality of life, which attracts high quality investments and more jobs. That is Ontario's Edge.

During 2001-2002 and in the years to come, the newly established Ministry of Tourism, Culture and Recreation will play a key role in helping to shape these critically important sectors of life in Ontario.

We are determined to build an organization that can quickly and effectively seize new opportunities with our public, private and not-for-profit partners; an organization that responds to the needs of the sectors; an organization that delivers results to help the people of Ontario create the communities and the lives that they want.

To guide our plans and strategies over the coming years, we share a vision for our new organization:

The Ministry of Tourism, Culture and Recreation will be a recognized national leader in job creation and investment through the support and development of the tourism, culture, sport, recreation and gaming sectors.

Core Business

The scope of our new organization is breath-taking: from shinny hockey at the local arena to cutting-edge digital media wizardry; from battling for market share in the fiercely competitive global tourism industry to ensuring that gaming and lottery revenues help strengthen health care and community life across Ontario.

While the range of specific activities is broad, the tourism, culture and recreation sectors share strong links. These connections weave a matrix that is the foundation of our core businesses.

Investing in our Communities

We will foster community economic growth, job creation and an attractive lifestyle for Ontario residents and potential newcomers to Ontario by developing our local, regional and provincial communities – as well as our communities of interest – through tourism, culture, sport, recreation and gaming. Initiatives will range from the SuperBuild Sports, Culture and Tourism Partnerships initiative and other infrastructure projects to the community development work of the Ontario Trillium Foundation.

Developing our Industries

We will foster the right business conditions, facilitate partnerships and invest in long-term tourism, culture, sport and recreation growth to strengthen Ontario's competitive advantage. Additionally, we will develop gaming in a responsible, regulated and responsive way to support economic development and job creation.

Building Agency and Attraction Partnerships

We will work in partnership with our agencies, attractions, boards and commissions and the private sector to maximize the economic, cultural and social contributions of our agencies and attractions, making them catalysts for economic growth, job creation and stronger communities.

Core Businesses (cont'd)

Our agencies, attractions, boards and commissions represent a wealth of expertise, resources and programs that can spark cross-sectoral opportunities and partnerships. They include:

Art Gallery of Ontario
Conservation Review Board
Huronia Historical Parks
McMichael Canadian Art Collection
Metro Toronto Convention Centre Corporation
Niagara Parks Commission
Old Fort William
Ontario Arts Council
Ontario Heritage Foundation
Ontario Library Service - North
Ontario Lottery and Gaming Corporation
Ontario Media Development Corporation
Ontario Place Corporation
Ontario Science Centre
Ontario Tourism Marketing Partnership Corporation
Ontario Trillium Foundation
Ottawa Congress Centre
Royal Botanical Gardens
Royal Ontario Museum
Science North
Southern Ontario Library Services
St. Clair Parks Commission
St. Lawrence Parks Commission

Our core businesses will bring together the strands of tourism, culture and recreation to help strengthen the fabric of Ontario's economy and quality of life.

Annual Report on Key Achievements for 2000-2001

During the past year, we launched a broad range of tourism, culture and recreation initiatives focused on achieving one over-arching goal: strengthening jobs and economic growth in communities across Ontario.

In partnership with the tourism industry, we have invested more than $50 million, including $15 million in partner contributions and $3.2 million funding to the Northern Tourism Marketing Corporation (NTMC), to market and sell Ontario to the world as a premier, four-season destination.

We launched a new consumer Web site – www.ontariotravel.net – featuring a searchable database of approximately 8,000 Ontario accommodations, events, adventure tours, festivals and visitor services.

Our drive to make Ontario the top choice among Ontario residents as a four-season travel destination was bolstered by new products in city, touring and outdoor categories to counter the "been there, done that" challenge of marketing to repeat visitors.

The Ontario Tourism Marketing Partnership (OTMP) has evolved into a strategic, marketing and business alliance between government and industry. OTMP's goal is to attract more visitors to Ontario and to encourage them to stay longer and spend more money while they experience all that our great province has to offer.

We joined forces with the City of Niagara Falls, the Regional Municipality of Niagara, the Niagara Parks Commission and the Ministry of Transportation to launch a major revitalization of Robert Street, a main entry point into Ontario from the United States. This strategic investment, announced in October 2000, will create an engaging first impression that will encourage visitors to explore the region.

The Tourism Oriented Directional Signing (TODS) program, implemented by the private sector and supervised by MTCR, contracted more than 3,000 operators since its launch four years ago, exceeding its original five-year target of 2,500 operators. At the current level of sales, the program has reached 80 per cent of its estimated full capacity. Parliamentary Assistant Frank Mazzilli will lead efforts to act on a recent review of this very successful program.

Key Achievements (cont'd)

We helped to draft regulations supporting Bill 101, *An Act to Promote the Sustainability and Safety of Ontario Snowmobile Trails*. The Bill responds to the industry's growth and is designed to enable the Ontario Federation of Snowmobile Clubs to deliver safe, enjoyable, world-class snowmobile trails.

To gain insight into the needs and desires of our tourism customers, we commissioned Ontario's most comprehensive Travel Activities and Motivations Survey ever conducted. Supported by the participation of 13 public and private-sector partners, the $2-million study of North American travellers will allow us to more effectively target our four-season marketing of Ontario as a premier tourism destination and help the tourism industry to develop the right products. These reports will be released publicly throughout 2001.

The SuperBuild Sports, Culture and Tourism Partnerships initiative was launched in early 2001. This program, with a budget of $300 million over five years, has attracted an overwhelming response – over 450 applications, with a total project value of $2 billion – indicating the strong need for a program to help renew aging sport, culture, tourism and recreation infrastructure, as well as support the development of new attractions.

We invested close to $20 million to help our tourism and cultural agencies and attractions renew and upgrade their aging infrastructure. This investment will preserve these public assets for future generations, and sustain their educational, heritage and cultural programs for the continued delight of students and visitors.

We committed an additional $25 million for the Arts Endowment Fund, administered by the Ontario Arts Council Foundation, making this a five-year, $50-million commitment. By January 2001, 196 arts groups had received almost $22 million dollars in matching endowment funds from the government.

The new Ontario Media Development Corporation (OMDC) was launched in February 2001 and will supply one-window access for the film, book, magazine, television, sound recording and digital media industries. OMDC is the first provincial government agency in Canada to focus on building strategic partnerships among the converging cultural media industries.

A number of tax credit amendments were implemented in 2000 to encourage investment and create jobs in Ontario's cultural industries.

Key Achievements (cont'd)

New legislation was passed to protect the investment of Ontario taxpayers who have supported the McMichael Canadian Art Collection for the past 35 years. The government also acted to protect this investment for future generations with $2 million in capital improvements.

As a result of the focus on improved telecommunications, some 130 additional libraries, mostly in small communities, have dedicated high-speed access to the Internet. This has meant substantially improved service for library users, allowing them to access a wider range of multi-media materials with a reduced time for downloading.

The $10-million Heritage Challenge Fund was launched in February 2000 to provide capital and endowment funding on a matching basis to community organizations ($5 million) and the Ontario Heritage Foundation ($5 million) for the renovation and restoration of heritage buildings.

During 2000, the Ontario government committed to provide $10 million over three years in matching funds to the Foundation for Athletes and Sport Training (FAST), to help support training for Ontario's junior athletes. FAST was established by TO-Bid, the bid organizing committee for the 2008 Summer Olympic Games.

Both the Ontario Summer Games, held in Durham Region, and the Ontario Seniors Games – Actifest, held in Ottawa, were a success with more than 4500 participants competing in 35 sports. The 2001 London Alliance was supported in preparing for the 2001 Canada Summer Games, to be held in London and surrounding communities in August 2001.

Ontario Sports Awards celebrated Ontario's top achieving athletes, coaches and volunteers, as well as recognizing the contribution of the corporate sector to the delivery of sport at the community level.

The Syl Apps Awards of Excellence recognized 16 youth, ages 12 - 17, at the regional and then provincial level, for their contribution to community volunteerism, athletic achievement and leadership.

Active Ontario was launched in August 2000 to educate people about the benefits of physical activity and help them incorporate moderate amounts of such activity in their daily lives. The Active Ontario strategy is designed to reach people in settings where they live, work, go to school and play.

Key Achievements (cont'd)

Working with our agency, the Ontario Lottery and Gaming Corporation, four new gaming destination facilities were successfully opened: slot machine facilities at Clinton Raceway, Flamborough Downs and Hanover Raceway; and the Thunder Bay Charity Casino.

The ministry also recently announced the building of a new charity casino for Eastern Ontario, jointly hosted by the Township of Leeds and Thousand Islands and the Town of Gananoque, and launched construction of a new permanent casino in Niagara Falls. Both announcements herald the creation of more new jobs in these communities.

Early in 2000-2001, referendum legislation was implemented which takes into account the need for community support and is responsive to the need of municipalities to have a say in gaming expansion. The Province also announced a three-year pause in gaming expansion until June 2003 to allow the province's gaming market to mature.

The ministry provided $100 million to our agency, the Ontario Trillium Foundation, in support of over 1,500 charities and not-for-profit organizations throughout the province.

In partnership with the Ministry of Health and Long Term Care, $17.1 million was allocated to support the province's problem gambling strategy. These funds supported problem gambling treatment, prevention and research programs, including the opening of the Ontario Problem Gambling Research Centre.

Key Commitments and Strategies for 2001-2002

Just as the impacts of tourism, culture and recreation are an intrinsic part of the lives of Ontario residents, the opportunities for growth and improvements in the three sectors are linked.

During the coming year, we will follow through on commitments made in the 2001 Ontario Budget and Speech from the Throne.

We will work with the Ministry of Agriculture, Food and Rural Affairs to develop a strong agri-tourism strategy for the province, to ensure that tourism growth is compatible with the preservation of tender fruit lands.

We will build on the government's recent success in helping Ontario icewine producers gain access to the European market by working with the industry to develop a world-class wine and culinary strategy to attract new tourists.

We will work with the Ministry of Transportation to create modern international gateways with state-of-the-art travel information centres at strategic border crossings in Ontario, enhancing the local economy through promotion of tourist destinations, cultural and historic attractions as well as local and regional events.

We will review the programs of the Ontario Media Development Corporation to enhance the competitiveness of the cultural industries. The OMDC program review will conclude with a major industry conference in Fall 2001 to explore opportunities for new convergence and partnerships.

We will work with the Ministry of Finance and stakeholders to provide property tax relief to owners of buildings that are designated under the Ontario Heritage Act as being of architectural or historical value.

Under the leadership of Parliamentary Assistant Frank Mazzilli, we will review the policy governing amateur sport in the province.

In addition to these commitments, we will bring together the resources from our core business areas to support an inter-connected series of long-term strategies. To support job creation and investment in the province in tourism, culture, recreation and gaming, the ministry will:

Key Commitments and Strategies (cont'd)

- foster partnerships within and among tourism, culture, sport and recreation and gaming sectors;
- promote the sustainability of our sectors through the development of appropriate and innovative investment mechanisms;
- implement an integrated marketing approach that will create jobs and new investment, and achieve economic growth and pride in the province;
- work with agencies and attractions to achieve increased effectiveness, efficiencies and improved entrepreneurial spirit and accountability by promoting greater cooperation and enhanced partnerships;
- sustain the gaming industry in a responsible, regulatory and responsive way;
- encourage and champion quality-focused approaches to service and program delivery across the ministry, among our partners and in our agencies and attractions; and,
- celebrate our accomplishments and successes.

During 2001-2002, we will strengthen Ontario's economy and quality of life through the following initiatives:

We will increase the competitiveness of Ontario's tourism industry by supporting new product development and tourism investment.

We will encourage local and regional economic development, improve the condition and quality of local sport, recreation, cultural and tourism facilities and improve the quality and market position of Ontario's major cultural and tourist attractions by effectively administering the five-year, $300-million Sports, Culture and Tourism Partnerships initiative.

We will invest $14 million in new capital in our tourism and cultural agencies to improve our assets, maintain and preserve priceless collections, ensure public health and safety and improve visitor experience.

We will move ahead on our work to improve customer service in archeology, creating greater efficiency and clarity while ensuring Ontario's rich archeological record is preserved for future generations.

We will continue our partnership with Ontario's public libraries, working closely with this sector as a new strategic framework is developed to make sure our communities enjoy the benefits of an effective and efficient public library system designed for the 21st century.

Key Commitments and Strategies (cont'd)

We will launch a $6-million fund (over three years) to give low-income children and youth an opportunity to improve the quality of their lives by participating in community sport and recreation opportunities.

With an investment of $3.25 million, we will welcome 5,000 athletes, coaches, and managers to London in August to participate in Canada's largest multi-sport games for youth. And, for an Ontario government investment of $3 million we will welcome the world to Ottawa in July to join in a festival of sport and culture at the fourth games of *la Francophonie*.

We will work with the gaming industry to use it as a tool for economic development and tourism promotion, capitalizing on the synergies created in the new Ministry of Tourism, Culture and Recreation.

We will work with the Ontario Trillium Foundation and volunteers on its Grant Review Teams to continue to improve on the provision of $100 million annually for community culture, recreation, sport, environment and human services projects.

We will participate in the government's recently announced "value for money" review to ensure our grant and tax credit programs take advantage of the synergies created in the new ministry, meet our performance expectations and are being delivered efficiently and effectively.

Key Performance Measures

Core Business: Investing in our Communities

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
More Ontario residents are physically active.	The percentage of Ontario residents that are physically active enough to benefit their health.	By the year 2001, 41% of Ontario residents are physically active enough to benefit their health.	41% of Ontario residents are physically active enough to benefit their health.
Greater access to responsible gaming programs.	Responsible gaming programs delivered within Ontario Lottery and Gaming Corporation facilities.	Full implementation of a comprehensive, responsible gaming program within Ontario Lottery and Gaming Corporation facilities.	95% compliance with a responsible gaming program within Ontario Lottery and Gaming Corporation facilities.

Core Business: Developing our Industries

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Ontario's tourism industry continues to grow over the long term.	Visitor spending generated by the ministry's marketing programs.	By 2001, increase visitor spending generated by the ministry's marketing programs by $400 million per year.	Generate $500 million in total incremental tourist spending.
The quality and diversity of tourism experiences in Ontario continue to grow through increased investment.	The quality and diversity of tourism products and experiences in Ontario.	By 2001-2002, develop specialized strategies for at least six niche tourism markets.	Undertake an analysis of investment gaps to target areas and products for future development / investment.
Ontario cultural industries encouraged by tax incentives.	Impact of tax credits for film, television, computer animation, special effects, and book publishing.	Increased production activity in Ontario.	Production budgets totalling $498 million levered by the tax credits.

Key Performance Measures (cont'd)

Core Business: Building Agency and Attraction Partnerships

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Increased self-reliance of cultural agencies.	Agency self-generated revenues.	Increase in self-generated revenues beyond the 1996-1997 base of $46 million.	Self-generated revenues totalling $57 million.
Cost-effective gaming operations.	Ratio of operating costs to sales for the Ontario Lottery and Gaming Corporation.	By 2003-2004, improve the ratio of operating costs to sales to amongst the top 10 jurisdictions in North America for the traditional lottery business, and amongst the top five jurisdictions in North America for the commercial casino line of business.	To be within the top 15 jurisdictions in North America for both the traditional lottery business and commercial casino line of business.

2000-2001 Ministry Spending by Core Business – Interim Actuals*

Ministry of Tourism, Culture and Recreation	
Operating	$361 million (Note 1)
Capital	$27 million (Note 1)
Staff	795 (Note 2)

Investing in Our Communities	
Operating	$126 million
Capital	$1 million
Staff	67

Ontario Trillium Foundation

Developing Our Industries	
Operating	$48 million
Staff	129 (Note 2)

Ontario Media Development Corp.
Ontario Tourism Marketing Partnership Corp.

Building Agency and Attraction Partnerships	
Operating	$183 million
Capital	$26 million
Staff	581 (Note 2)

Art Gallery of Ontario
Huronia Historical Parks
McMichael Canadian Art Collection
Ontario Arts Council
Old Fort William
Ontario Heritage Foundation
Ontario Place Corporation
Ontario Science Centre
Royal Botanical Gardens
Royal Ontario Museum
Science North
St. Lawrence Parks Commission

Ministry Administration (Note 3)	
Operating	$4 million
Staff	18

Notes:

1. Expenditures are reported on a PSAB basis. Ministry operating expenditures include the transfer of Ontario Trillium Foundation, Culture and Sport and Recreation from the Ministry of Citizenship.
2. Staff numbers include staff from the following agencies: Ontario Heritage Foundation, Ontario Media Development Corporation, Ontario Place Corporation, Ontario Science Centre, Ontario Tourism Marketing Partnership Corporation, and St. Lawrence Parks Commission.
3. Included Main Office and Communications Services. Administrative support services and field services for Tourism were provided by the Ministry of Economic Development and Trade in 2000-2001. Administrative support services and field services for Culture and Sport & Recreation were provided by the Ministry of Citizenship in 2000-2001.

2001-2002 Ministry Approved Allocations by Core Business Plan

Ministry of Tourism, Culture and Recreation

Operating	$392 million (Note 1)
Capital	$68 million (Note 1)
Staff	860

Investing in Our Communities

Operating	$156 million
Capital	$50 million
Staff	97

Ontario Trillium Foundation

Developing Our Industries

Operating	$57 million
Staff	139 (Note 2)

Ontario Media Development Corp.
Ontario Tourism Marketing Partnership Corp.

Building Agency and Attraction Partnerships

Operating	$174 million
Capital	$18 million
Staff	585 (Note 2)

Art Gallery of Ontario
Huronia Historical Parks
McMichael Canadian Art Collection
Ontario Arts Council
Old Fort William
Ontario Heritage Foundation
Ontario Place Corporation
Ontario Science Centre
Royal Botanical Gardens
Royal Ontario Museum
Science North
St. Lawrence Parks Commission

Ministry Administration (Note 3)

Operating	$5 million
Staff	39

Notes:

1. Allocations are reported on a PSAB basis. Ministry allocations include the transfer of Ontario Trillium Foundation, Culture and Sport and Recreation from the Ministry of Citizenship.
2. Staff numbers include staff from the following agencies: Ontario Heritage Foundation, Ontario Media Development Corporation, Ontario Place Corporation, Ontario Science Centre, Ontario Tourism Marketing Partnership Corporation, and St. Lawrence Parks Commission.
3. Includes Main Office & Communications Services. Administrative support services and field services are provided by the Ministry of Citizenship.

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Who to call (cont'd)

For more information on the Ministry of Tourism, Culture and Recreation, please visit our Web site at:

www.tourism.gov.on.ca

For more information on agencies, attractions, boards and commissions of the Ministry of Tourism, Culture and Recreation, please consult the blue or white pages in your telephone directory, or follow the links from the ministry Web site.

MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Dianne Cunningham

Since 1995, our government has demonstrated a strong commitment to our joint priorities of jobs and the economy. In the *Common Sense Revolution*, we promised Ontarians that we would create 725,000 new jobs. We more than kept that promise in our first mandate.

To usher in the new calendar year, Premier Mike Harris reaffirmed that commitment, stating, "Our team's top priority for 2001 will be jobs – keeping current jobs, helping create new jobs and attracting more jobs to Ontario". In doing so he said that we would take all the steps necessary to protect the gains we've made and to stay competitive with the rest of the world.

We now have a wonderful opportunity before us. At a time when our economy is requiring new, flexible skills we will see the single largest increase in young people moving into the postsecondary education and training system in decades. These students, the so-called "double cohort", will be a tremendous asset as we plan for the changing needs of the knowledge-based economy.

These double cohort students are the ones who will obtain the key skills needed to compete and succeed with the world's best and brightest. But, they need to know the door is open for them, that they will be able to secure a place in a college or university program and, for those who move directly into the workforce, they need to know that they will have access to state-of-the-art apprenticeship programs and skills training.

We have a plan in place to do that. We are preparing our colleges, universities and training partners to ensure these students reach their full potential. While preparing for the double cohort is central to our plan, we have also taken steps to ensure learners of all ages have the full range of opportunities, where and when they need them, to acquire new skills or upgrade existing ones so they can keep pace with the requirements of today's rapidly changing workplace.

Today, more than ever before, learning does not stop at the classroom door: education and training are truly lifelong commitments. I am honoured to be in a position to work with our partners in the postsecondary and training sector as we build a stronger, more flexible and accountable system of higher education and training that will have true benefits for future generations of students.

The Honourable Dianne Cunningham
Minister of Training, Colleges and Universities

Ministry Vision

The Ministry of Training, Colleges and Universities ensures Ontario has an excellent higher education and training system that gives people a high-quality education and a solid foundation of relevant skills and training so they can get good jobs and, at the same time, improve the competitiveness of Ontario's economy.

Core Businesses

The ministry's core businesses support excellence in Ontario's postsecondary education and training system.

Postsecondary Education

The ministry ensures access for each qualified student to a high-quality college or university program by:

- advancing students' postsecondary education through high-quality, accessible and accountable programs;
- encouraging research to stimulate innovation in our economy;
- providing financial support that makes postsecondary education affordable for all students; and
- providing capital funding to maintain high-quality buildings and facilities.

Training

The ministry supports programs and services that ensure a skilled workforce by:

- providing apprenticeship training and services to ensure Ontario has the skills to compete and succeed;
- helping foreign-trained individuals seeking to enter and practise their regulated occupation in Ontario;
- providing literacy, numeracy and basic skills upgrading to assist people to enter or re-enter the workforce;
- preparing unemployed Ontarians, particularly youth, to enter or re-enter the workforce and helping students find summer employment;
- providing assistance to workers facing business closures or other significant workforce adjustments; and
- providing policy, planning, research and evaluation support on labour market and training matters.

Annual Report on Key Achievements for 2000-2001

This year, the ministry moved forward with its comprehensive plan to ensure that every willing and qualified student secures a place in a college or university, and that workers of all ages continue to have access to high-quality and relevant training programs, where and when they are needed.

Preparing for the double cohort

The Ontario Government continued to implement its plan to prepare colleges, universities and our training system to meet the increased enrolment expected with the double cohort, when the first graduates of the new four-year high school program graduate at the same time as the students in the old five-year program. The double cohort, along with demographic change and increased interest in postsecondary programs are all factors that will significantly increase continued enrolment demand at colleges and universities.

In May 2000, the ministry announced the second round of new SuperBuild projects, which in total will see 73,000 new student spaces at colleges and universities throughout Ontario. This investment – the single largest capital project in 30 years in the postsecondary sector – will see $1.8 billion of public-and-private-sector-supported construction at 59 projects. Through SuperBuild, colleges and universities received $95 million for capital renewal funds to help them accommodate additional students through more flexible use of existing facilities.

To ensure current and future spending is focused on priorities, the ministry established the Investing in Students Task Force. The Task Force, which issued its report in February, included 33 recommendations designed to improve services to students and increase accountability for how tax dollars are being spent.

Not all high school students, however, go on to a postsecondary institution. To assist students moving directly into the workforce, the ministry expanded school-to-work programs, including the Ontario Youth Apprenticeship Program.

Providing greater choice in high-quality postsecondary education and training programs

The Ontario Government passed the *Post-secondary Education Choice and Excellence Act, 2000*, which will provide students of all ages with greater choice in postsecondary programs. The *Act* enables the establishment of the Postsecondary Education Quality Assessment Board that will establish strict criteria to allow Ontario's colleges to apply to offer applied degrees, and allow private, degree-granting institutions to apply for consent to operate in Ontario. These new programs will allow students, no matter where they live in Ontario, to access flexible programs tied directly to the workplace.

In addition, the ministry launched the $5 million TVOntario Lifelong Learning Challenge Fund, with matching contributions from the private sector, to develop online skills training that is accessible to Ontarians in the workplace or at home. The government then announced its intention to create a new centre for excellence in lifelong learning by beginning work on the transfer to TVOntario of the Ministry of Education's Independent Learning Centre, which provides distance education for elementary and secondary students.

Improving the quality and relevance of postsecondary education

For the first time in Ontario, the ministry introduced an element of performance-based funding for colleges and universities. As rated by Key Performance Indicators, which measure success in priority areas such as employer and student satisfaction, and graduation and employment rates, two per cent of college operating grants and one per cent of university operating grants were awarded based on performance.

Helping students and parents better manage education costs

In its first year of operation, the ministry awarded Aiming For the Top Scholarships to more than 4,000 high-achieving students. The scholarships are awarded based on merit, with the amount of the scholarship based on financial need. The ministry also took steps to improve the efficiency and effectiveness of the Ontario student assistance program by taking the first steps to harmonize it with the federal assistance program and reduce student loan default rates. It is anticipated that more than 150,000 students will have received assistance through OSAP in the 2000-2001 school year.

This year also marked the first year of the Ontario government's five-year tuition policy, which will see increases in most programs capped at two per cent per year. The new multi-year tuition policy will help students and parents plan better for the future.

Ensuring Ontario has a skilled workforce for the 21st century

As part of its commitment to growth, the Ontario Government has taken a number of steps to ensure Ontario has the skilled workforce needed to compete and succeed in the 21st century. The ministry committed $48 million in 2000-2001 to provide training for apprentices and for labour adjustment services. Registration of new apprentices increased by 12 per cent to almost 16,000.

In addition, 3,600 high school students participated in the Ontario Youth Apprenticeship Program during the last school year. This was a result of the ministry's commitment to increase the number of schools participating in the program.

In 2000-2001, 685 schools from 66 district school boards participated in OYAP; that's up from 487 schools from 61 district school boards in the previous year.

Also in 2000-2001, the ministry added $3.5M over three years for bridging programs that help foreign-trained pharmacists and nurses employ their skills more quickly in Ontario.

The ministry established an Academic Credential Assessment Service (ACAS) to assist foreign-trained individuals to reach their full potential in Ontario's workforce. By providing high-quality assessments of foreign secondary and postsecondary educational credentials against Ontario standards, the service will help employers hire immigrants with the education background they need, and help foreign-educated persons enter the Ontario job market. Since it opened its doors in October 2000, ACAS has completed 257 assessments.

To further ensure all Ontarians have the opportunity to share in Ontario's continued prosperity, the ministry invested $60.5 million in literacy and basic skills training at more than 300 sites across the province, and launched AlphaRoute, an innovative distance-based literacy service. The ministry also provided $108.5 million to help over 120,000 unemployed Ontarians -- primarily youth -- find jobs, return to school or obtain training, through the Job Connect program. Seventy-eight per cent of the individuals in this award-winning program are successful in finding a job or participating in additional education or training programs.

Through the Apprenticeship Innovation Fund, the ministry is investing $15 million over three years to modernize classroom training for existing programs and introduce opportunities in new trades. In addition, the government invested $53.1 million to assist over 59,000 students – surpassing its target of 57,000 – find summer jobs through the Ontario Summer Jobs strategy.

Key Achievements (cont'd)

In 2000-2001, the ministry established a joint committee with representatives of the Private Vocational Schools sector to address common training issues.

Key Commitments and Strategies for 2001-2002

The Ontario government, in its 2001-2002 budget, introduced a number of new measures to further its plan to accommodate students in the double cohort and ensure the province has the highly trained, flexible workforce it needs to remain competitive in the 21st century.

The government's plan for the double cohort

The Minister of Finance, in his budget speech, noted that the expected increase in postsecondary enrolment due to the double cohort, demographic change and an overall increase in college or university participation rates are "landmark events in our education system [that] demand a landmark response".

It is projected that these factors will increase postsecondary enrolment in 2005-2006 by 78,000 over current levels and that this higher enrolment level will be sustained. In the most recent Ontario Budget, the government announced that support for operating grants for colleges and universities will increase by a projected $293 million by 2003-2004.

This multi-year funding commitment will provide colleges and universities with the certainty they need to begin hiring additional faculty and finalize their plans to accommodate the expected increased enrolment.

The increased support for operating grants follows on the announcement in 2000 of a $1.8 billion investment the government and its partners made to create 73,000 new student spaces. The budget also contained a new $100 million commitment, for a total of $140 million, to address the maintenance costs incurred at colleges and universities. Since the government established SuperBuild in 1999, a total of $297.5 million has been invested to help renovate and upgrade existing buildings. In addition, universities and colleges have agreed to create room for the remaining increase in enrolment by using existing buildings more efficiently.

Ensuring Ontario has a skilled workforce for the 21st century

In 2001-2002, the Access to Opportunities Fund will create 21,500 new spaces in computer science and high-demand engineering programs in colleges and universities. The ministry will also establish the Postsecondary Education Quality Assurance Board (PEQAB), which will enable the introduction of a wider range of educational choices to individuals of all ages.

Key Commitments (cont'd)

The PEQAB will establish strict criteria that will be used to assess the quality of new applied degrees at community colleges and new degree programs submitted by private institutions. These programs will ensure individuals have flexible access to high-quality programs when and where they are needed so they can continue to learn while balancing the needs of family and career.

The government also intends to meet a recommendation made in the Ontario Jobs and Investment Board report "*Road Map to Prosperity*" to introduce a new charter for community colleges that will allow them to be more market-driven and become stronger partners in regional economic development.

The ministry is also working with the Ministry of Health and Long-Term Care to ensure community needs are met through expansion of enrolment in health professions and preparation for the establishment of a Northern Medical School in Sudbury and satellite medical campus in Thunder Bay.

In addition, the Ontario Budget included a commitment to invest $60 million to establish an Ontario Institute of Technology at the Durham College Campus in Durham Region, which will focus on preparing students for careers that call for both practical skills and theoretical grounding.

To meet the government's commitment to jobs and the economy, the ministry will move forward with a strategy for training that will strengthen the province's workforce by providing opportunities at all levels for high-quality and relevant education and training.

In the area of apprenticeship, the ministry will provide $50 million over five years to modernize equipment and facilities in community colleges. It will also invest $33 million annually by 2004-2005 to meet the government's goal, set in 1998, of doubling the number of entrants to apprenticeship programs in the skilled trades from 11,000 to 22,000.

To ensure access to innovative programs, the ministry fostered the development of collaborative programs, involving colleges and universities, in areas such as nursing, information technology, communications information, and media studies. Eleven universities and 20 colleges are ready to enrol students in collaborative nursing programs in the fall of 2001-2002. For example, the recently announced partnership between La Cite Collegiale and the University of Ottawa is an example of a collaborative partnership that will provide needed French-language training for nursing students in Ontario.

To help foreign-trained professionals employ their skills more quickly in Ontario, the 2001-2002 Ontario Budget committed $12 million over three years to support innovative "bridging" programs for occupations such as engineering technicians, nurses, other health care workers and teachers. This will build on the $3.5 million already invested in bridging training programs for nurses and pharmacists. These programs will provide these individuals with the additional training they require to meet the standards in Ontario and not duplicate the training they received prior to coming to Ontario.

In 2001-2002, the ministry will develop further strategies to encourage distance and technologically-assisted learning in Ontario, by working with TVOntario through the Lifelong Learning Challenge Fund, and the creation of a centre for excellence in lifelong learning. The government continues to support the provision of distance education in the north through a $5 million grant to Contact North.

But government can't do it alone. The ministry will work with trade associations to expand recruitment efforts and encourage employers and employees to take more responsibility for their training requirements.

Increasing accountability in how tax dollars are being spent

The ministry has already established a series of performance measures in both the postsecondary and training systems. These measures are used to report publicly on how well colleges, universities and training providers are meeting the government's priorities.

In 2001-2002, the ministry will build on the work already in place to meet the government's intent to further improve accountability through the *Public Sector Accountability Act*. It will also strengthen accountability in the postsecondary system by expanding the range of Key Performance Indicators and increasing the portion of operating grant awarded based on performance.

In the area of training, the ministry will develop an awards program that will encourage improved performance by recognizing excellence in efficient and effective delivery of training programs.

Key Performance Measures

Ministry: Ministry of Training, Colleges and Universities	Core Business: Postsecondary Education

Ministry Goal: A postsecondary system that offers high-quality programs of instruction

Ministry Contribution: The ministry believes that consumers of postsecondary education – learners – are best able to identify high-quality programs that meet their needs. Key needs include:

- to graduate,
- to obtain employment and
- to develop a secure financial future.

It is assumed that institutions and programs that can demonstrate that they meet the needs of applicants will attract applicants, while those that do not will be encouraged to improve the quality of their instruction. This information makes postsecondary institutions and programs more accountable to learners. The ministry does not collect this information directly; rather, it provides policy direction and funding and works with its delivery partners to ensure that it is provided.

Income Baseline	Employment Baseline
A 1996 Statistics Canada Labour Force survey indicates average earnings by educational attainment, age and type of work for Ontario. The report indicates the value of a postsecondary education. For instance, average annual salaries for workers 25-64 are: • Graduated high school: $31K • Graduated college: $34K • Graduated university: $49K	SEPTEMBER 1999 DATA • Average unemployment: 5.9% • College graduate unemployment: 4.0% • University [bachelor's degree] graduate unemployment: 4.1%

College performance Indicators	University performance Indicators
The province-wide 1999-2000 results published April 2001 are: • student satisfaction: 75% • graduate satisfaction: 83% • employer satisfaction: 91% • graduate employment: 91%	The most-recent province-wide results were published in May 2000: • degree completion rate for undergraduate students starting in 1991 and earning a degree within the following seven years: 73.2% • employment rate for 1997 graduates six months after graduation: 93.1% • employment rate for 1997 graduates two years after graduation: 96.4%

Measure	Standard/Target	2001-02 Commitments
The value of information that enables postsecondary applicants to recognize high-quality programs that meet their needs, as indicated by the information's • completeness, • timeliness; and • accuracy. Success on this measure will indicate that the ministry has provided leadership and direction to postsecondary institutions, ensuring that they provide necessary information to applicants.	All institutions will provide information that is: • complete, • timely; and • accurate on an annual basis.	*Colleges:* Key Performance Indicator (KPI) results for the 2000-2001 surveys of • student satisfaction, • graduate satisfaction, • employer satisfaction; and • graduate employment will be reported in spring 2002. The graduation rate KPI will be reported by colleges to the ministry and will be published in 2001-2002. One hundred percent of colleges will make KPI information available on their websites.
		Colleges: In 2001-02, the ministry will distribute 2 1/3 per cent of the General Purpose Operating Grant to colleges based on the KPI performance in: • graduate employment rates six months after graduation, • graduate satisfaction, and • employer satisfaction.
		Universities: Results of the survey of 1998 graduates to determine: • employment rate six months after graduation • employment rate two years after graduation, and • graduation rate will be reported in the summer of 2001. One hundred per cent of universities will post KPI information on their websites.
		Universities: The ministry will distribute 1 1/3 per cent of the operating grant based on results reported in 2001-2002.

Measure	Standard/Target	2001-02 Commitments
		Colleges and Universities: The results will be published during 2001-2002 in an integrated report on postsecondary education performance. Web links to each institutions' performance indicator information will be on the ministry's website to ensure easy access to this information for learners.
		One hundred per cent of postsecondary institutions will publish OSAP default rate information on institutions and programs.

Ministry Goal: A postsecondary system that offers high-quality programs of instruction

Ministry Contribution: As the Ontario economy becomes increasingly "knowledge-based," the demand for qualified persons with advanced technology skills is increasing. Ontario's postsecondary institutions are a key source of such qualified employees. Therefore, one measure of the outcome "high-quality programs" is the capacity of postsecondary institutions to provide individual students, and the economy at large, with the skills and knowledge in computer-science and engineering occupations that are in high demand. By supporting required training, through the Access to Opportunities Program, the ministry encourages and enables postsecondary institutions to provide these "high-quality" programs.

Measure	**Standard/Target**	**2001-02 Commitments**
Enrolment in college and university computer-science and high-demand engineering programs, through the Access to Opportunities Program [ATOP]. Success on this measure indicates the ministry's ability to launch, monitor and manage the increase in the number of positions in high-demand occupations.	*Colleges:* Increase the entry-level enrolment in electronics, engineering technology and computer science. The original target of 6,000 students [50 per cent increase] has been re-set to 9,300 at program maturity. (2002-03)	*Colleges:* 2001-2002 target is total incremental growth of 9,000 students.
	Universities: More than double undergraduate enrolment in electrical engineering, computer and software engineering, communications engineering and computer science by 2004-2005, with growth in related post-graduate programs exceeding 50 per cent. The original target of 9,800 students has been re-set to 14,000 students at program maturity. (2004-05)	*Universities:* 2001-02 target is total incremental growth of 12,400 students.

Ministry Goal: A postsecondary system that offers high-quality programs of instruction

Ministry Contribution: A growing demand for teachers has required increases in student spaces in this discipline.

In addition, changing demographics and increasing demand will require increases in the number of places in postsecondary institutions. This growth does not take into account the effect on demand resulting from the change in the reduction in the number of years of the secondary school program, the effect of which will not be felt until 2003-2004.

Measure	**Standard/Target**	**2001-02 Commitments**
Ratio between "expected" and "actual" expansion of teacher education programs. Success on this measure indicates the ministry's ability to monitor and manage the increase in the number of positions and faculty appointments at colleges and universities.	Increase the number of spaces in Consecutive Teacher Education programs by 1,500 spaces. 1998-99 Consecutive Teacher Enrolment Baseline: 5,000	Target for 2001-2002 for teacher education spaces is 1,500 above the baseline of 5,000. Monitor growth in university enrolments and faculty appointments for 2001-2002.

Ministry Goal: Ontario Student Assistance Program (OSAP) funds are limited. Funds provided by the ministry to financial institutions to cover the cost of defaulted student loans reduce funds that are available to eligible students. Therefore, reducing default rates ensures that the OSAP can better fulfill its objective: to help students from lower-income families to meet the costs of postsecondary education. OSAP is intended to promote equality of opportunity for postsecondary studies by providing direct financial assistance for educational costs (such as tuition fees, books, and supplies) and basic living expenses.

Ministry Contribution: The ministry sets expectations of performances, monitors performance, and takes action through rewards and disincentives in response to performance. Specifically, the ministry will establish a "hotline" for individuals to report cases of OSAP abuse. Additional staff will be hired to conduct OSAP investigations.

1997 OSAP Default Rates	2000 OSAP Default Rates	Thresholds
The average 1997 default rate for Ontario postsecondary institutions was 23.5%, ranging from: • 13.9% for universities • 27.5% for colleges, and • 38.5% for private vocational schools.	The average 2000 default rate for Ontario postsecondary institutions was 15.7%, ranging from: • 7.1% for universities, • 17.2% for colleges, • 28.9% private vocational schools, and • 6.4% for other postsecondary institutions.	Thresholds by year are: • 1998-1999: 38.5% • 1999-2000: 33.5% • 2000-2001: 28.5% • 2001-2002: 25.0% Institutions with default rates in excess of the thresholds set each year are required to share in the costs of loan defaults.

Measure	**Standard/Target**	**2001-02 Commitments**
OSAP default rates This measure indicates the ministry's ability to design, implement and enforce a default reduction strategy. Reduction of the default rate is a key ministry priority and a matter of public concern.	Reduce the student default rate (number of loans in default as a percentage of the number of loans issued) to less than 10 per cent within five years, i.e. by 2002-2003.	Continue decline in default rate to meet 2002-2003 system-wide target of less than 10 per cent.
		All postsecondary institutions with: • 2000 default rates above 40 per cent OR • default rates above the "threshold" for each of the past three years will submit default reduction strategies for the 2001-2002 loan year.
		Establish consistent baseline data on the incidence of fraud and inappropriate use of OSAP

Measure	Standard/Target	2001-02 Commitments
		Ensure that OSAP assistance does not account for more than 90% of a vocational school's revenue.

Ministry: Ministry of Training, Colleges and Universities	Core Business: Training

Ministry Goal: Help prepare unemployed Ontarians, particularly youth, to enter and re-enter the workforce and help students find summer employment.

As of April 2001, the seasonally adjusted unemployment rate for all Ontarians was 5.9%; the rate for youth, 12.6%. Job Connect and Summer Jobs Service (SJS) assists unemployed people, especially youth, to gain the skills and knowledge they need in order to find and keep real jobs.

Measure	**Standard/Target**	**2001-02 Commitments**
Placement rate of Job Connect participants, i.e., percentage of participants who: • get a job, or • return to school or training	At least 75 per cent of participants will: • get a job, or • return to school or training	About 120,000 clients will receive service during 2001-2002. Of the 120,000 clients, about 90,000 will receive intensive service, i.e., employment planning and/or on-the-job training. About 72,000 (80%) of the 90,000 will obtain employment, enter training or return to school.
The number of students helped to obtain summer employment, within the program budget. Program efficiency and effectiveness measure The measure indicates the ministry's achievement in assisting the maximum number of students, within the program allocation, to obtain summer employment.	Achieve the government's summer employment target, within the allocated budget. Baseline 1997-1998: 26,025 youth assisted	Contribute to the government's overall Ontario Summer Jobs target of 57,000 youth, by assisting 40,625 youth to obtain a summer job through ministry summer programs SJS: 26,425 Self-Help: 14,200

Ministry Goal: Provide literacy services that help prepare unemployed Ontarians to enter and re-enter the workforce.

Ministry Contribution: Twenty per cent of the Ontario adult population does not have the basic literacy skills to meet the needs of the workplace and daily living. Literacy and Basic Skills (LBS) provides literacy assessment and training primarily to unemployed adults to help them enter and re-enter the workforce or to go to further education and training.

Measure	Standard/Target	2001-02 Commitments
Rate of positive outcomes for LBS participants, i.e., percentage of participants who: • get a job, or • go on to further education or training The measure indicates the success of the program in assisting primarily unemployed adults who do not have the basic literacy skills necessary to meet the needs of the workplace to either obtain employment or return to school or training as a further step.	At least 70 per cent of participants will: • get a job, or • go on to further education or training	About 68,000 clients will receive service during 2001-2002. Of the 68,000 clients, about 47,000 will receive more intensive, longer-term instructional services. The remaining 21,000 will receive information and referral, training plan development or support, with self-directed learning. Of the 47,000, about 33,000 (70%) will obtain employment or go on to further education or training.

Ministry Goal: Double the number of people entering apprenticeship programs

Ministry Contribution: Apprenticeship is a key element of Ontario's training system. By helping build a skilled labour force, apprenticeship enables the Province to attract the investment it needs for economic growth and job creation. The continuing availability of high-quality training is essential in enabling Ontario's business to be competitive in domestic and world markets.

Measure	Standard/Target	2001-02 Commitments
Number of new entrants to the apprenticeship system	Long-term target: 19,000 1998-99 Baseline: 11,000	17,000 new apprentices will be registered
Number of secondary school students participating in the Ontario Youth Apprenticeship Program (OYAP)	Long-term target: 6,000 1998-99 Baseline: 2,000 participants	5,000 students targeted to participate in OYAP

2000-2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Training, Colleges and Universities

Operating	$3,236 million
Capital	$205 million
	575 staff

Postsecondary Education

Operating	$2,856 million
Capital	$202 million
	157 staff

- colleges and universities
- student support

Training

Operating	$370 million*
Capital	$3 million
	400 staff

- policy and intergovernmental
- employment preparation
- apprenticeship training

* excludes loans for tools

Internal Administration

Operating	$10 million
	18 staff**

Note: Staff numbers are shown as full-time equivalents.

* PSAAB based

** Does not include shared Corporate resources supporting Ministries of Education and Training, Colleges and Universities

2001-2002 Ministry Approved Allocations by Core Business Plan*

Ministry of Training, Colleges and Universities

Operating	$3,365 million
Capital	$51 million
	590 staff

Postsecondary Education

Operating	$2,955 million
Capital	$43 million
	166 staff

- colleges and universities
- student support

Training

Operating	$400 million*
Capital	$8 million
	406 staff

- policy and intergovernmental
- employment preparation
- apprenticeship training

*excludes loans for tools

Internal Administration

Operating	$10 million
	18 staff**

Note: Staff numbers are shown as full-time equivalents.

* PSAAB based

** Does not include shared Corporate resources supporting Ministries of Education and Training, Colleges and Universities

Who to Call

Questions or comments about the ministry's business plan are welcomed.

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General Inquiries (807) 343-7260
OSAP Application Status 1-900-565-OSAP

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Universities
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Ministry of Transportation

2001-2002
Business Plan

Ontario

Message from the Minister

Hon. Brad Clark

Ontario's transportation system continues to drive Ontario's economy forward into the 21st century.

The Ministry of Transportation (MTO) manages $27 billion in highway assets. Our 16,500 kilometre highway network is recognized as the second safest in Canada, the fourth safest in North America. Since 1995, more than $5 billion has strengthened and improved Ontario's highway infrastructure; a further transportation investment of nearly $1 billion is planned by the end of this year. Strategic partnerships with the private sector will also result in investment and construction.

A safe, efficient and integrated transportation infrastructure supports economic investment, spurs job creation, preserves the environment and contributes to a better quality of life. I look forward to building on Ontario's transportation success story of the past five years so that the government's vision for the future is fulfilled.

MTO is taking the steps necessary to plan for the future of transportation in Ontario, in step with the made-in-Ontario Smart Growth strategy recently announced in the Speech from the Throne and the Ontario Budget. Working with the Ontario SuperBuild Corporation and the Ministry of Municipal Affairs and Housing, we are determined to achieve the promise of Smart Growth – that the province will be served by the transportation system it needs as it continues to grow over the next 20 years.

Please read the MTO 2001/02 business plan. It will inform you about the directions we are taking to keep Ontario on the road to economic prosperity.

The Honourable Brad Clark
Minister of Transportation

Ministry Vision

The Ministry of Transportation is at the helm of a dynamic vision and direction for the future of transportation in this province. With this vision, we are building on a transportation infrastructure that supports our economic, environmental and community goals.

Continued growth is expected in Ontario over the next 20 years, fostered by a more effective, efficient transportation system. The way ahead through transportation is new business investment, job creation and economic development. It's also safer travel, stronger communities, a healthier environment and a high quality of life.

MTO Working Hard to Achieve this Vision

- Moving ahead with major long-range transportation plans based on the government's Smart Growth strategy. The plans focus on developing new highway corridors, improving present corridors, and preserving the natural environment.
- Working with the Ontario SuperBuild Corporation and other partners in government and the private sector to build a better Ontario transportation system at the best value for taxpayers.
- Keeping Ontario's highways in a good state of repair.
- Promoting road user safety in Ontario by setting standards and encouraging better driving through legislation and regulations.
- Using technologies that make Ontario's highways safer for travellers.
- Enhancing electronic systems that provide services to the people of Ontario.

Core Businesses

SMART GROWTH GUIDES TRANSPORTATION POLICY AND PLANNING

Ministry of Transportation planning supports the government's Smart Growth strategy. Its purpose is to ensure that Ontario has the transportation system it needs to support economic development and the growth of strong communities over the next 20 years.

MTO will continue to plan Smart Growth projects with the Ontario SuperBuild Corporation, the largest infrastructure building program in Ontario's history. This planning continues to involve other governments, industry partners, municipal associations and the private sector.

MTO also evaluates and monitors social, economic and technology trends. This activity contributes to the development of policies and planning for Ontario's transportation system.

ROAD USER SAFETY ALWAYS A PRIORITY

MTO sets safety standards and develops policies, legislation and regulations affecting everyone who uses Ontario's roads – motorists, cyclists and pedestrians.

The ministry educates the public about road user safety and evaluates the effectiveness of safety measures. It inspects commercial carriers, enforces compliance with safety standards, tests and licenses drivers and registers vehicles.

Ontario's growing economy has generated record numbers of drivers and vehicles on our roads. There are more than 8.1 million drivers, 9.1 million vehicle registrants, 74,000 commercial carriers and 2,600 commercial clients.

Ongoing consultation with a variety of private and public sector organizations helps the ministry to deliver safety programs and services.

MANAGING ONTARIO'S HIGHWAYS

MTO manages and maintains over 16,500 kilometres of highway, and more than 2,500 bridges.

Key Responsibilities

- Planning and designing highways, environmental assessments, building new highways, rehabilitating existing highways to increase their efficiency and safety, and ongoing highway maintenance.
- Developing standards, operational guidelines and policies relating to highways.
- Researching and introducing new technologies for more effective highways management.

In addition to Ontario's highway network, MTO supports ferry operations at eight locations in southwestern, eastern, northwestern and northern Ontario through services and financial support. It also operates and maintains 29 remote airports, which ensure access to remote communities.

Areas of northern Ontario without municipal organization receive technical assistance and support for the design, construction and maintenance of roads and bridges from the ministry.

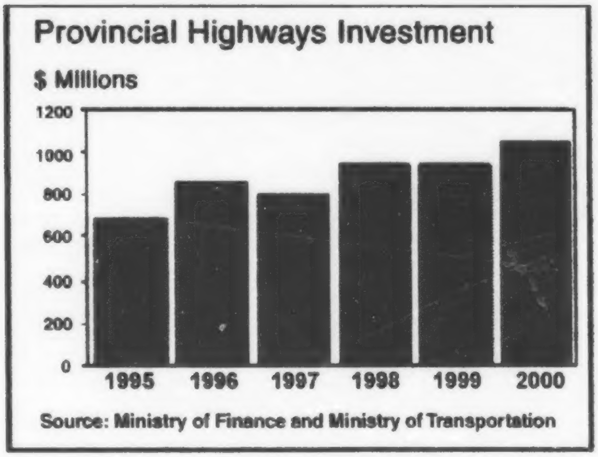
Annual Report on Key Achievements for 2000-2001

Road user safety was a key priority of the Ministry of Transportation during the year. Ontario continued to be recognized as the fourth-safest jurisdiction in North America.

MTO took a lead role in a variety of initiatives focused on reducing aggressive driving and boosting safety in Ontario communities and on our highways.

An agreement to harmonize vehicle weights and dimensions was reached with the Province of Quebec. The agreement removes the differences in size and weights of tractor trailers that commonly operate between Ontario and Quebec, providing for more stable, safer vehicles.

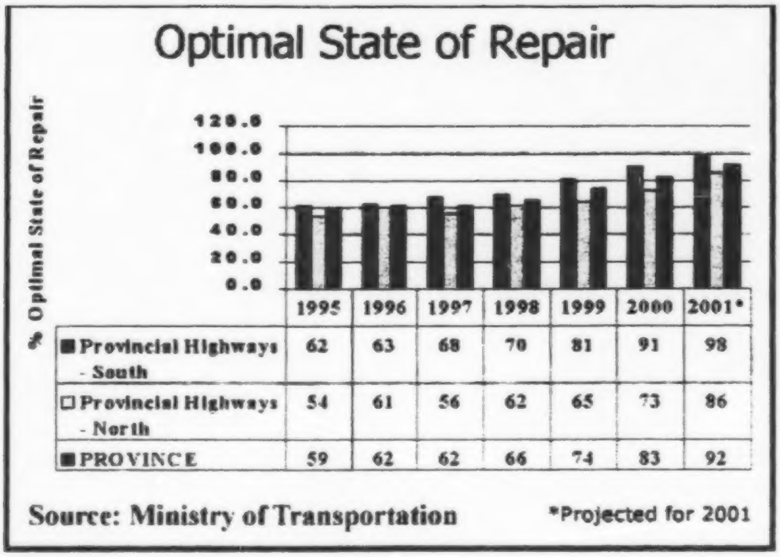
MTO continued to enforce the province's tough bus and truck safety laws. More than 79,000 commercial carriers were inspected.



Source: Ministry of Finance and Ministry of Transportation

An unprecedented $1-billion was dedicated to expanding and rehabilitating Ontario's transportation network in projects funded by MTO and the Ministry of Northern Development and Mines. The funds were used to repair existing highways, reduce congestion on major highways in urban areas and along international trade corridors, and to expand the province's routes to the north.

Key Achievements for 2000-2001 (cont'd)



	1995	1996	1997	1998	1999	2000	2001*
■ Provincial Highways - South	62	63	68	70	81	91	98
☐ Provincial Highways - North	54	61	56	62	65	73	86
■ PROVINCE	59	62	62	66	74	83	92

Source: Ministry of Transportation *Projected for 2001

The provincial highway network will achieve approximately 92 per cent *Optimal State of Repair* in 2001. *Optimal State of Repair* is a measure of the highway pavement condition across the province. A 100 per cent *Optimal State of Repair* is achieved when two-thirds of highway pavements are in good condition and the balance are scheduled for rehabilitation in the next five years.

In 2000/2001, MTO reached its goal of having the entire highway network maintained by the private sector. Ministry staff continued to closely monitor the work of all contractors to ensure the province's high standards were met. A new performance evaluation rating system was also introduced to consider the past performance of consultants when selecting them for future assignments. As well, the *Maintenance 2001* initiative completed its fifth season, piloting and testing innovative technology, equipment and techniques to help ensure safe highways for all road users.

The ministry implemented a number of new best practices in engineering and construction. Notable examples were a new Life Cycle Costing approach for freeway pavements, a new bridge code, a Value Engineering Program, and a new bridge corrosion protection strategy using high-performance concrete and stainless steel reinforcing.

Key Achievements for 2000-2001 (cont'd)

Transportation planning continued to prepare Ontario for dramatic population growth and to foster further economic progress, guided by the government's Smart Growth strategy. The ministry started major highway studies to identify new highway corridors and improve corridors now in use. Examples are the Niagara needs assessment; the extension of Highway 427; a ring road in Ottawa, and a Highway 404 extension and Bradford bypass.

The ministry maintained the records of licensed drivers and registered vehicles. The 8.1 million drivers and 9.1 million registered vehicles in Ontario during the year represented an increase of approximately 10 per cent from 1999/2000. Approximately 266,000 new drivers entered the graduated licensing program; 203,800 drivers successfully exited the program and received full driving privileges.

Customer service and efficiency were improved with a variety of changes at the ministry's 53 Driver Examination Centres and 281 independent driver and vehicle licence issuing offices throughout Ontario.

Ontario continued its leadership in developing state-of-the-art technology used in the management of transportation systems. A notable example is the COMPASS traffic management system used in the Greater Toronto and Ottawa areas.

MTO led a trade mission to the 7th World Congress on Intelligent Transportation Systems in Turin, Italy. Ontario's expertise was shared with other countries looking for technology-based traffic management solutions.

Key Commitments and Strategies for 2001-2002

SMART GROWTH INSPIRING TRANSPORTATION CHOICES

MTO strategic planning supports the government's Smart Growth commitment to build a stronger economy, stronger communities and a safer, healthier Ontario.

Future Improvements to Ontario's Transportation System

- Supporting the development of modern international gateways at the Windsor and Niagara borders.
- Planning new highways and highway expansions including the completion of Highway 407 East to Highways 35 and 115.
- Developing innovative financing and public/private partnership solutions for new highways and highway expansions.
- Investigating ways to improve traffic flow and its resulting impact on air quality.

Key Commitments and Strategies for 2001-2002

FOSTERING A FAVOURABLE INVESTMENT CLIMATE

Increasing competition and globalization require important decisions to sustain a favourable investment climate. Attention is necessary to identify and remove barriers that restrict business.

Enhancing Investment

For example, MTO will:

- Support more investment in the province by streamlining the process for driver licence reciprocity;
- Push to increase safety of commercial vehicles used to transport people and goods by proposing changes to legislation that would promote harmonized truck weights and dimensions, a competitive industry and safe highways.

KEEPING ROAD SAFETY A PRIORITY

Ontario's highway network is rated as the fourth safest in North America. However, there's a continuing need to focus on aggressive and unsafe driving practices, and reduce impaired driving.

Keeping Safety First

- Continue a comprehensive safety program designed to reduce road collisions and target problem road users. Changes are planned in areas such as seat belts and child restraints, off-road vehicles, aggressive drivers, convictions and driver records, ineligible drivers and licence suspensions.

Key Commitments and Strategies for 2001-2002 (cont'd)

PROVIDING BETTER SERVICE THROUGH TECHNOLOGY

MTO manages the largest direct service delivery network in the government. In 2000/01, over 26 million service transactions generated approximately $930 million in non-tax revenue. Driver, vehicle and commercial carrier systems, with more than 100 million records, are continually accessed by other jurisdictions for enforcement purposes. More drivers than ever are using Ontario's transportation system. The demand is expected to increase.

Technology Strategies for Improving Customer Service and Managing Transportation

- Implement a comprehensive plan to provide electronic transactions that are more efficient and more convenient for the public, and to ensure more efficient use of ministry information.
- Consider Intelligent Transportation Systems technology when planning and improving highways to aid traffic flow, promote safety and benefit the environment.

BEING INNOVATIVE IN SERVICE DELIVERY

MTO is committed to meeting the government's priority of working smarter and faster when serving its clients.

Better, Quicker Service

- Working with SuperBuild on innovative approaches to developing Ontario's highway infrastructure.
- Looking for private sector expertise to sustain quality service in driver examinations.
- Responding to increased public demand for access to services by implementing an enhanced electronic service delivery capability.
- Renewing and strengthening partnerships with the private sector for engineering, construction and maintenance services.

HONOURING ONTARIO'S ENVIRONMENTAL VALUES

The Ministry of Transportation strongly supports Ontario's Environmental Bill of Rights, which exists to ensure that the natural environment of the province is protected. The ministry's Statement of Environmental Values will continue to guide planning and decision-making along with other economic, social and scientific considerations.

Key Performance Measures

Transportation Policy and Planning

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Transportation system is reliable, efficient, accessible and integrated	% of population living within 10 km of major provincial highway corridors	Target: 90%	Ensure at least 90% of population has access to major provincial highway corridors.

Provincial Highways Management

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Provincial highways are delivered cost efficiently	% of total highway capital cost spent on actual construction versus overhead	Target: 80% of total highway capital cost will be invested in actual construction	MTO is continuing to replenish reserves of engineering design depleted by large programs in previous years. However, we will still be able to maintain a three- year moving average close to 80%.

Road User Safety

Goals/Outcomes	Measures	Targets/Standards	2001-2002 Commitments
Safer Ontario road users and drivers	# of fatalities per 10,000 licensed drivers	MTO will stay within the top 10 North American jurisdictions and maintain improvement trends	Stay within the top 10 North American jurisdictions and maintain improvement trends. Track/report on number of fatalities and number of collisions per 10,000 drivers.
Safe commercial vehicles and carriers	% of commercial vehicles identified as mechanically fit in annual randomly conducted three-day survey	Target: Increase the proportion of mechanically fit vehicles identified in annual randomly conducted three-day 'Road Check' survey to over 70%	Increase the proportion of mechanically fit vehicles identified in annual three- day Road Check survey to be 70% or higher.
Efficient customer service delivery for testing, licensing and registration activities	% of customers satisfied with service	Target: 80% of customers will express satisfaction with service delivery for testing, licensing and registration activities.	Continue to deliver excellent customer service and maintain improvement trends in customer satisfaction levels in Driver Examination Centres and with Private Issuers network to above 80%. Ensure appropriate resources are allocated to delivering the Graduated Licensing System to improve customer service.

2000 - 2001 Ministry Spending by Core Business - Interim Actuals*

Ministry of Transportation	
Operating	$549 million
Capital	$806 million
	4,645 staff

Transportation Policy and Planning	
Operating	$50 million
Capital	$0 million
	128 staff

Road User Safety	
Operating	$163 million
Capital	$0 million
	1,800 staff

Provincial Highways Management	
Operating	$262 million
Capital	$806 million
	2,327 staff

Business Support	
Operating	$46 million
Capital	$0 million
	214 staff

Transportation Information and Information Technology Cluster	
Operating	$28 million
Capital	$0 million
	176 staff

Note: Staff numbers are shown as full-time equivalents. Staff size does not reflect recruitment currently under way to fill vacancies.

*PSAB based.

2001 - 2002 Ministry Approved Allocations by Core Business - Plan*

Ministry of Transportation	
Operating	$519 million
Capital	$673 million
	4,965 staff

Transportation Policy and Planning	
Operating	$14 million
Capital	$0 million
	136 staff

Road User Safety	
Operating	$169 million
Capital	$0 million
	1,945 staff

Provincial Highways Management	
Operating	$247 million
Capital	$673 million
	2,507 staff

Business Support	
Operating	$44 million
Capital	$0 million
	183 staff

Transportation Information and Information Technology Cluster	
Operating	$45 million
Capital	$0 million
	194 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

Who to Call

Questions or comments about the ministry's business plan are welcomed.

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